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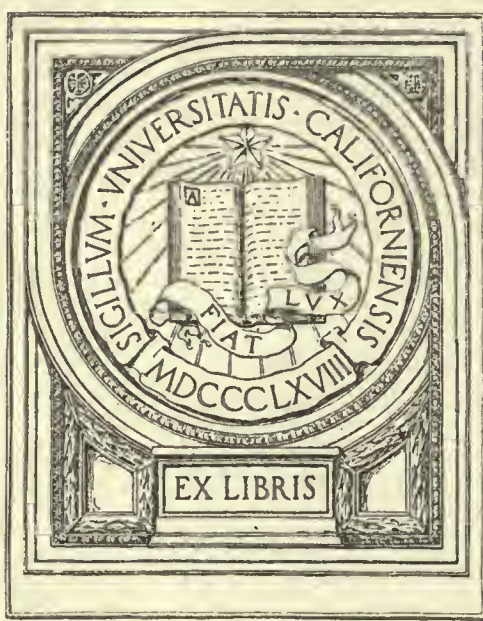


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# How to Advertise to Men



GIFT OF  
Mrs. William L. Cook



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# How *to* Advertise *to* Men

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*Gift of Mrs. W. L. Cook*

# Contents

Making Him Willing to Buy . . . . .	5
Must the Advertisement Induce an Expenditure of Money or Merely the Exercise of a Choice? . . . . .	6
How Satisfactorily Does a Man Think He is Getting Along With- out Your Product? . . . . .	15
Does Choosing Your Goods Involve a Radical Change for the Buyer or Does it Merely Call for a Decision? . . . . .	19
SYSTEM'S Chart from which the Best Style of Copy can be Told for any Proposition. . . . .	28
Determining the Amount of Space and Amount of Copy. . . . .	39
Finding the One Best Way to Advertise. . . . .	57
Finding the Best Places to Advertise. . . . .	61





# Making Him Willing to Buy

The superintendent of a brush factory not long ago patented a very novel, and very practical improvement on a certain toilet article in almost universal use by men.

He showed it to many men and they agreed that men would take it readily. He showed it to the specialty buyer of a large wholesale drug house, and the buyer declared it would be a winner with the trade. He showed it to an advertising man and the advertising man was enthusiastic about it. He showed it to a business friend of large means and this man agreed to buy a half interest in the patent and organize a company for its manufacture.

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When a factory had been equipped and the enterprise had become a going concern, an advertising campaign was started. A very good advertising manager had been hired. He, in coöperation with the advertising agency, agreed on plans, as follows:

A fine line of copy was prepared. It was striking in appearance, cleverly illustrated so as to show the article in use, concisely worded so every selling point in the article could be grasped almost in a glance. A most excellent list of advertising mediums was selected. The campaign was planned a year ahead.

Then the advertising manager and the advertising agent said they must prepare the dealer for the advertising.

And they produced a "Dealer Sheet"—a large folder printed on heavy enamel paper, re-

producing all the ads of the campaign, telling in what mediums they would be published, how much space they would occupy and how many readers they would reach.

This folder was mailed to 42,000 retail druggists, 431 wholesale druggists, 2,600 department and general stores.

To take care of inquiries, an exceedingly comprehensive "follow-up" plan was devised—letters to the consumer, letters to the dealer, and letters to keep each salesman informed of all inquiries from his territory.

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The sales department was furnished with full information.

And the campaign was released.

Measured by every known standard, it was a complete failure.

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Dealers said it was good advertising; said it was a good article; said they ought to be handling it—but said they would wait a bit.

Jobbers admitted the same facts and said they would gladly fill all orders—by requisitioning stock from the manufacturer as fast as dealer-orders were received.

The advertising manager sent out investigators and brought back figures to show that out of 150 men interviewed in 15 different cities and towns, all said they had seen the advertising; of these, 102, either sincerely or to be agree-

able, said they had been convinced that the article in question was a good thing; but not one of them HAD ACTUALLY BOUGHT.

A series of questions to bring out the reason WHY these 102 had not bought after being convinced, resulted in such a confused, unmeaning mass of indefinite statements that it was valueless.

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The fatalistic "can't be helped" type of man will say it proves again that "advertising is a gamble."

It does prove that "advertising is a gamble," if the Wright brothers' early failures proved that flying was an impossibility. Not otherwise.

Any well defined science in the laws of business success is still a great way off. But when records show, time after time, that a certain course of action produces a certain series of results, the discerning business man will accept the records as, at least, a STEP towards a definite principle.

Investigation by SYSTEM, in its capacity of

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a magazine of business, disclosed a series of fundamental errors in the unfortunate campaign above described. And as far as SYSTEM'S own experience goes in advertising its own goods to men, in helping others to advertise to men, and in investigating all manner of business plans and their results, for its readers' information, these errors always HAVE resulted in failure, and in nearly all advertising failures similar errors are to be found.

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What is now being done to repair the damage in the campaign referred to, is a matter of business confidence and cannot with propriety be discussed.

But a few side-lights on how the errors were made obvious, and how the new plans were built up with a degree of certainty otherwise impossible, will be of interest to any business man who has seen the folly of "rule-of-thumb" methods. The principles apply to many other businesses.

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## Must the Advertisement Induce an Expenditure of Money or Merely the Exercise of a Choice?

At that point in its career when SYSTEM found that a subscription list made up merely of the men who already realized the need of such a magazine, was not sufficient to support its rapid editorial development—when it became necessary to MARKET SYSTEM as any other merchandise is marketed, and to ADVERTISE it—then SYSTEM first encountered the baffling problems of selling to men through advertising.

Masterly advertisements, that clearly described and illustrated SYSTEM'S value, and convincingly portrayed the REASONS why a man should take it, in such concise, able manner that the proposition could be grasped at almost

a glance, failed to pull the business at a profit.

The history of advertising and the experience of advertising men offered no solution. It seemed to be another one of the unsolvable freaks of advertising, on a par with the later experience of the advertiser whose disastrous experience was related at the opening of this book.

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But SYSTEM, as a magazine of business, already had in its editorial department the beginning of its present business statistics—the statistics upon which the magazine has been developed.



Early in its career, the editorial department discovered that an awakened interest among business men in anything SYSTEM publishes, invariably is manifested by an earnest type of inquiry or commendation letter from a certain percentage of the interested men.

A well-prepared article on a vital topic of business interest, in SYSTEM'S editorial pages, always brings a considerable volume of such letters. A scheme of CHARTING the volume of these letters to show the percentage of their number to the number of readers of SYSTEM, has developed a fixed method of measuring the merit of SYSTEM'S editorial articles, and the general interest in their subjects, by the rising or falling of these "Interest Letters."

On several occasions these indications have been tested by personal investigators and the results have invariably proved their absolute accuracy.

And the development of the magazine from a mere pamphlet on office systems, to a great magazine mirroring all the various interests of business men, has been accomplished by following these charts.

Then the idea of drawing a parallel between ADVERTISEMENTS and many of the editorial articles in SYSTEM was conceived.

Very many of these articles virtually aimed at bringing about DEFINITE ACTION by business men—changes in methods, improvements in equipment, etc., in nature similar to the DEFINITE ACTION aimed at by advertisements. And the same principles might easily apply.

And the editorial department's charts showed



## For the Man of Affairs

*SYSTEM is a monthly magazine that covers the whole field of Business. It contains valuable articles each month on Cost Systems, Advertising, Office Management, Selling, Accounting, Retailing, Buying, etc., etc.*

Your competitor has an advantage if he has a better system, or a better plan, or a better method, or a newer scheme, than you have. SYSTEM will keep you abreast of the *best* new ideas in business.

**\$2** pays for 12 big numbers containing articles on:—

- |                                   |                     |
|-----------------------------------|---------------------|
| —Personality in Business          | —Collection Systems |
| —Short Cuts and Schemes that Save | —Selling Plans      |
| —Factory Systems                  | —Real Estate Sales  |
| —Methods for Keeping Records      | —Credit Systems     |
| —Retail Store Methods             | —Office Methods     |
|                                   | —Advertising Ideas  |
|                                   | —Laws of Business   |
|                                   | —Bank Methods       |

(Cut out this coupon—or write a letter)

**Publishers of SYSTEM,  
Marquette Bldg., Chicago**

Send to the address below, one full year's Subscription to SYSTEM. I enclose \$2.

Name .....

Address .....


Business .....


*A sample of the copy that could not be made to pay*




# Check Your Manufacturing Problems


Perhaps your plant is not perfect in every respect. In one department or in only a part of one department things are a little out of kilter. Perhaps you have but one puzzling problem to solve—only one office or shop hard nut to crack. Even so, it is almost certain that here is the one easy, simple, inexpensive way to put things right.


 Blue Print Plans of Tomorrow's Work Page 129

 Handy Ways to Get Power and Heat Page 132

 Why Some Paints Last Longer Page 134

 Does It Pay to Work Overtime Page 136

 Five Cents Less Per Man Per Hour Page 137

 Light When the Days Grow Short Page 142



## —then consult FACTORY for their solution

Here is a test of FACTORY'S value that busy manufacturers can make without the expenditure of a single penny.

FACTORY is a 64 to 100 large-page magazine, edited solely and exclusively for you—as a manufacturer. Every issue is filled with cost-cutting, labor-saving, profit-boosting ideas that can be used with profit in your plant. Any page you turn to will disclose at least one such idea that will actually fit into your work now—today.

**39 of your fellow manufacturers edited this issue of FACTORY** We are not the publishers of FACTORY. It is you and men like you who are the real publishers of this amazing magazine. Not a single one of the cost-cutting, power-saving schemes or production-increasing ideas that go into FACTORY originate in this office. For schemes and ideas thought out here must be *theoretical*, and *theory* finds no place in FACTORY'S pages.

An idea we publish this month popped into the head of a perplexed manufacturer a year ago. He tried it—modified it—reshaped it—perfected it in his far-off shop, and now he brings the full details of his acid-tested idea with all its charts and forms to this great clearing house where it meets in type the ideas of a score of other manufacturers whose plants dot a dozen states.

As a single example, let me sketch the case of the Timken Roller Bearing Company. By remodeling their former methods of paying men, and rearranging the work in the factory, they were able to save five cents per hour per man; and their plan is given in detailed form in the September issue of FACTORY. And the same issue is edited by the Dodge Manufacturing Company, the Hiker & Wiecheis Company, the General Electric Company, the Nashua Manufacturing Company, the B. F. Sturtevant Company, the Regal Shoe Company, and twenty-one other manufacturers. The tried and proved schemes that their men and concerns are planning in FACTORY'S pages you can use with profit in your plant. Perhaps one of these ideas will only save or make you \$50.00 in the course of the next year, but even so, that is well worth while, for a whole year of FACTORY will cost you but \$2.00—one twenty-fifth of the amount you place on the profit side of your ledger.

### Examine the September issue at our expense

Send no money—take no risk. Send the coupon today and you will be as surely entitled to receive the current number of FACTORY by return mail as though you actually sent cash with your order. This offer is made to owners, managers, superintendents, chief engineers and purchasing agents of large, well-rated manufacturing institutions only.

### Send Now

When you receive this issue we merely ask you to examine the magazine carefully—to judge the real value of a year's subscription to your business, by the specific, helpful character of the contents of this number alone. According to the terms of this offer—as above stated, to well-rated manufacturers—only—there is no money to pay, no risk to take. Simply sign and mail the coupon and the big September issue will be forwarded to you at once—absolutely free whether you decide to become a permanent subscriber or not.



**A. W. SHAW,**  
Publisher of  
**FACTORY, 151-153**  
**Wabash Ave., Chicago**  
I will examine FACTORY  
If you will send the September number free. In return I will give you my opinion of FACTORY'S value to me within five days after receipt. But if you do not hear from me within that time, you may take it for granted that I like the magazine and want to receive it regularly. And then consider this an order for a year's subscription at \$2. to be billed in the usual way.  
(Canadian subscription price, \$2.50)

Name.....

Address.....

Business.....

Position.....

NOTE—Communications from European countries and British Colonies, except Canada, should be addressed to A. W. Shaw Company, Ltd., 34, Norfolk St., Strand, London, England.

**SPECIAL "NO-MONEY" COUPON**

*A style of copy that pulls for other publications as well as for SYSTEM.*

an invariable principle to exist in making such articles effective.

Any editorial article which suggests a change in method of practice that will require an unexpected expenditure of money, is effective only when in addition to proving the superiority of the proposed change, it also convinces the man by repeated, reiterated illustrations, that he is at an actual disadvantage unless he makes the change.

Such articles, no matter how clearly, concisely written, or aptly illustrated, if they merely present the REASONS for superiority of the new method, provoke but a small amount of interest.

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And SYSTEM'S ADVERTISING problem was to induce a man to spend money for something that he had for years been getting along without.

So the editorial department's experience, as shown by the charts, was applied to the advertisements of SYSTEM. The reading matter of the copy was increased, even at the expense of typographical appearance, until it drove home the disadvantages of NOT reading SYSTEM, by point after point of the ADVANTAGES of reading it.

The results changed with almost phenomenal rapidity.

Further experiments were made until a settled, proved method of copy, heads, sub-heads and close was developed, that is now used effectively for advertising not only SYSTEM, but other magazines as well—as shown on page 8.

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Charts of the results from all advertisements—charts that would show the rising or falling cost of returns from each different piece of copy under similar conditions, and that would parallel the editorial department's charts of "Interest and Susceptibility"—were kept very carefully

An analytical study of these charts—covering ten years of activity—reveals several absolute principles on which the frame-work for advertising copy can be built with a high degree of certainty. And SYSTEM has successfully ap-

plied these principles to advertising copy for propositions entirely OUTSIDE of business, but requiring action by men.

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The manufacturer of a trade-mark brand of a specialty article for men's wear began advertising several years ago.

But at the end of the second year he discontinued, stating that the advertising had not paid.

The news was accepted philosophically by most magazine publishers, but SYSTEM was convinced that if the article could be sold to men—and evidently it could—then it could be profitably advertised.

A representative of SYSTEM questioned the manufacturer and learned that the article was sold only when the DEALER pushed it—that the advertising had not materially increased the sales, either by sending DEMAND to the dealer, or, as was confidently expected, encouraging more dealers to push the article.

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"Our business comes now," said the manufacturer, "just as it did before we advertised—by our salesman making the dealer a very profitable offer to stock up heavily. Then the dealer pushes the goods on his customers—first to get out from under, and later because he realizes the big profits."

"How does the dealer 'push,' as you call it?" he was asked.

"Why, when a man is buying a pair of shoes, the dealer points out to him how much longer the shoes will wear if he uses this article, and how much better they will look."

"And does that sell them?"

"Oh, well, the salesman has got to do more than just SHOW the goods.

"He has to keep pegging away at it—and DEMONSTRATE the article—talk it so hard that a man gets to believe he can't get along without it."

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He was then shown some of the advertisements he had used.



"Do those ads keep 'pegging away' at a man? Do they DEMONSTRATE your goods? Do they 'talk it so hard that a man gets to believe he can't get along without it?' " he was asked.

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It seemed ridiculous to this manufacturer, at first, to think of guiding his advertising copy policy, which was to sell an article for a man's personal use, through a dealer, by the copy-policy of advertising which sold books bearing on a man's business, by mail.

But he recognized the similarity between a man's conservatism in spending money for something for his business that he had always got along without, and buying an article for his personal use that he had always got along without. So he made the experiment.

And from a few months' experimenting in SYSTEM, he altered his whole advertising plan and carried it out with success.

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The bulk of the men to whom any average advertiser advertises, are BUSINESS men.

And with business men, the handling of money is a matter for business judgment.

A man DERIVES his money from business, and when it comes to SPENDING this money, even though he be a thousand miles AWAY from his business, his business judgment comes uppermost.

And in business a man does not buy ALL that he wants. To DESIRE a thing is not to immediately buy it.

We see a beautiful new style of filing cabinets that we would like in our offices—but if we are getting along first rate with the old ones, we do not buy.

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Consciously or unconsciously, we temper our belief in the new thing, or our desire for the new thing with the query, "How efficiently are we getting along WITHOUT it?"

And if we are getting along well enough, we are NOT WILLING TO BUY the new thing just because we want it.

The experience of the Kalamazoo Loose Leaf Binder Company is but an example.

With advertising that described and illustrated its goods in a clear, concise way, leaving no uncertainty in the reader's mind as to quality, efficiency and worth, this concern's returns from advertising were persistently disappointing.

SYSTEM analyzed the problem, not from the point of view of the GOODS and their description, but from the standpoint of what would make a man willing to buy.

The advertising to be most successful must induce the expenditure of money that a man had not intended to spend. For sales to only those firms happening to be ready to install new loose-leaf devices, would not represent the desired volume.

And the average possible customer would be a man with a going business, pretty sure to feel that his present equipment was doing well enough.

Drawing a parallel between such a proposition and those editorial articles in SYSTEM dealing with the wisdom of installing new operating systems, new selling plans, new ideas in management, etc., the "Interest and Susceptibility" Charts indicated a certain character of copy to be advisable.

Paralleling further with SYSTEM'S own advertising of books dealing with advanced methods in pretty well settled plans of business, the Result Charts showed this same character of copy to be most effective.

The campaign that SYSTEM finally evolved for this advertiser was moulded with certainty from these indications.

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Because it must induce the EXPENDITURE OF MONEY that the man had not intended to spend, it was evident that this advertising copy must give the man a clear, convincing REASON for spending the money

Because it would have to overcome in a man's mind that kind of business conservatism, which makes him say, "We're getting along well enough with our present equipment," the copy must CREATE, by repeated, reiterated illustrations and argument, the belief in the man's mind that he "is NOT getting along well enough, until he has this equipment."



## How to Save the Cost of Your Loose Leaf Books

This page may not convince you that such is possible—but if what we say here induces you to mail the coupon—we will then *prove* that you *can* save the entire cost of your loose leaf system—binders and pages both. The expense or saving of a loose leaf system is measured not only in first cost—but its effect on the amount of your payroll. You pay each employee working on your loose leaf books from \$500 to \$1200 a year. One-third of such employees' work is saved—figured conservatively—by the Kalamazoo Loose Leaf Binder and Automatic Index—and below we tell you *how*. If you are an employee—a manager—or a bookkeeper—you can accomplish one-third more with the Kalamazoo—so this coupon is worth your mailing—as well as an employer's.



This illustration is a photo of the interior construction of the Kalamazoo. The Kalamazoo can be opened—one leaf or more inserted—and the book closed tight in fifteen seconds. The Kalamazoo will hold one leaf as securely as a hundred—will hold one thousand leaves as conveniently as five hundred. And even when it holds one thousand leaves, there is no difficulty in making removals or insertions—for the Kalamazoo filled with one thousand leaves still has a three-inch extra expansion operated instantly by a convenient little lever. Note the feature on the left-hand side of this photo between the two middle thongs. That is the slide making this expansion possible—and it is an exclusive Kalamazoo advantage. Just touch the lever and it opens or closes without turning any screw. For operating the Kalamazoo without making use of this extra expansion device, you use a key inserted on the edge of the right-hand cover. This screw is threaded to operate three times faster than ordinary. A few turns of the key opens the binder enough to remove or insert a leaf. The back of the Kalamazoo is flexible—the thongs are wide and flat—so perfect alignment is the natural condition of the leaves in the Kalamazoo. And in addition to all this—you can have the automatic index—locate any account in a second by looking at any page in the book.

This Automatic Index is our own exclusive Kalamazoo time-saver. No necessity for index tabs—and no thickening on the opening side of your binder as when index tabs are used. If you are working on William Brown's account and want to turn to the account of Scott and Adams, you have the location of Scott and Adams' account printed right before you on the page then open. This is a wonderful feature—simple and quick. It is *automatic*—works itself—and covers every index requirement. In your transfer work it is invaluable. Your ledger index is an index to your transfer binder—and vice versa. If we stated here the full time-saving value of the automatic index, it would seem an exaggeration—so let us send you sample pages for *proof*. And as to construction—there is nothing better made than the materials that go into the Kalamazoo. The price of the Kalamazoo is no higher than you have been accustomed to paying—so there is no reason why you should not have *Kalamazoo value* for your money. We say that Kalamazoo Loose Leaf equipment saves its cost—and more—within one year. And we *prove* it before you buy.

Whatever else you do today—mail this coupon. Tear it out *now*. There is nothing you can do that means a greater economy in your office systems. Last month we sold 45% more Kalamazoo Binders than during the same month last year. Merit proved by use of the Kalamazoo in 30,000 offices is responsible for that increase in sales. Mail the coupon and we will prove—*What The Kalamazoo Is Worth To You*.

### THE KALAMAZOO LOOSE LEAF BINDER CO.,

GEO. P. WIGGINTON, General Manager,  
Kalamazoo, Michigan

You may send me illustrations, description and prices of the Kalamazoo Loose Leaf Binder and Automatic Index.

Name .....

Address .....

(Please state on the margin, the size of binder you are interested in—and if convenient, enclose sample of the loose leaf you now are using.)

*The appearance of this copy was unsatisfactory—but it paid unusual results*



## Saving Time and Earning Profit with the Automatic Loose Leaf Index

The supremacy that the Kalamazoo Loose Leaf Binder has established for itself required an indexing arrangement in keeping with its other conveniences and points of value. We have acquired the sole rights to the most remarkable loose leaf system index ever offered the business world—and it has attained an immediate recognition and enthusiastic acceptance in thousands of offices. The Automatic Index is indispensable for loose leaf bookkeeping in every office that considers economy of time and money worth while—and *that* means *your* office. It costs less than keeping up index tabs—it does not thicken the open side of your binder—it gives the location of any account more quickly than tabs—and your binder index is also an index to your transfer books and your files—and vice versa. The exact location of any account in your books is shown by a glance at any page you may have open. You may have the Automatic Index on loose leaf pages of any size and with rulings to suit you. It covers with the most perfect convenience every possible index requirement.



When you have your binder filled with a thousand or more pages—as shown in this illustration of the Kalamazoo—the use of index tabs would make the open sides of your binder so thick as to be most inconvenient for writing and handling. The Automatic Index adds no thickness to any part of your binder. An examination of it will be a revelation to you of convenience in loose leaf indexing—of rapidity in loose leaf reference.

Whenever you hear a bookkeeper talking enthusiastically about the binder he is using—saving his time and making his work easier—“1000 to 1—It’s The Kalamazoo.”—With

the information about the Automatic Index we will send you a full description of the Kalamazoo Binder itself—the Binder that holds one leaf as securely as five-hundred or holds one-thousand leaves as conveniently as one-hundred.

The price of the Kalamazoo is no higher than you have been accustomed to paying—so there is no reason why you should not have Kalamazoo value for your money.—At least find out—“What The Kalamazoo Is Worth To You.”

Sending this coupon is all to your advantage. It will bring you information that may save you hundreds of dollars—that certainly will *pay* you for tearing out this coupon *now* and mailing it *today*.

### THE KALAMAZOO LOOSE LEAF BINDER CO.,

GEO. P. WIGGINTON, General Manager,  
Kalamazoo, Michigan

You may send me illustrations, description and prices of the Kalamazoo Loose Leaf Binder and Automatic Index.

Name .....

Address .....

(Please state on the margin, the size of binder you are interested in—and if convenient, enclose sample of the loose leaf you now are using.)

Copy built on  
scientific analysis often  
runs counter to  
artistic rules

The effect of the copy built on this basis, first upon the advertiser, then upon readers, will be worth the thought of many an advertiser whose goods are BOUGHT BY MEN, even though the use of those goods may in no way be connected with business.

In typewritten form, the advertiser approved the copy. But when printed proofs were submitted, the amount of type-matter was apparently astonishing to the advertiser, and not very satisfactory. The proofs were held until the general manager's return from an out-of-town trip. And just after closing day, this telegram was received:

"Cancel order for ad as display is very unsatisfactory."

SYSTEM was obliged to reply that the forms had already gone to press.

But fifteen days after the ad had been published, the manager of the concern wrote:

"I have not had an opportunity to go over entirely the number of inquiries which we have received to the December 'ad,' but it has been very heavy. Will be glad to give you a report on this later. In fact, I am surprised at the number of responses which we received to this 'ad'."

Yours very truly,  
KALAMAZOO LOOSE LEAF BINDER CO.  
Geo. P. Wigginton

The balance of the campaign was used as planned.

That was in 1910.

On March 26, 1912, this same advertiser wrote:

"We are very much pleased with the conception and working out of the details of the new advertising campaign, which you submitted to us complete a short time ago. I cannot but feel that the results we will get from this well-defined campaign will be of very definite value. The campaign shows, as nothing else could, that advertising is not an end in itself, but only a means to an end, and I am frank to say that we feel you have given us a plan complete in every detail, which cannot fail to be highly profitable to this Company."

Yours very truly,  
KALAMAZOO LOOSE LEAF BINDER CO.  
Geo. P. Wigginton

Men who can be thoroughly convinced of the efficiency and economy of labor-saving systems and be convinced of the merits of a CERTAIN system, and still not be WILLING enough to install this system to invest their money in it, unless the advertising copy makes them feel a LOSS without it, are not a bit more likely to purchase an automobile that they like, or a new razor they like, or a particular brand of hat they like, if they have not, in addition to LIKING them, been made WILLING TO SPEND THEIR MONEY on them.

For eight or ten hours a day we move, and act, and decide, in all MONEY matters, by this policy of efficiency and conservatism. Not alone the managers of a business or department, but the EMPLOYEES, who are learning from the managers.

And this policy is NOT locked in the safe at night, or shut up in the office at noon, or pushed into the desk at the odd moments when we turn from strictly business, to personal or home expenditures.

For in business or at home, SYSTEM'S experience has proved that—

A BELIEF IN THE MERIT OF A CERTAIN ARTICLE, EVEN A *DESIRE* FOR THAT ARTICLE, IS NOT SUFFICIENT TO MAKE A MAN BUY IT, if to buy it means the expenditure of money he did not intend to spend, or does not feel it necessary to spend.

I am convinced that an automobile would be a fine thing for me. I WANT an automobile. I have money enough saved to buy it and support it.

BUT I AM NOT WILLING TO BUY IT.

Hence, no one will get my order for an automobile—until someone or something convinces me that I am NOT getting along well enough without it.

You are buying a straw hat. This one is a plain sailor and costs \$5. That one is a light, easy, soft one and costs \$12. You LIKE the \$12 hat. You could well afford it. But after thinking carefully, your conservatism rules and you say, "I guess I'll take the \$5 one."

In a hundred different ways you can prove for yourself that though a man may want YOUR goods purely for pleasure, or purely for personal comfort, or purely for his home—he is willing to BUY them only when his judgment agrees that it is "good policy" to spend the money for them.

And his judgment on money matters, as has been shown by repeated experience, is his BUSINESS judgment.

He decides to have "a cottage at the lake" for his family and nothing but pleasure and comfort are considered in talking about it. The relative merits of Round Lake and Square Lake



are considered and he and his wife are of one accord that Round Lake is the only place. But when he comes to BUYING the place or RENTING the property, business instincts crop out and he barter. And many a wife later wonders why John changed his mind so suddenly and decided that SQUARE Lake was preferable.

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That principle—that a MAN must be not only FAVORABLE to an article and ABLE financially to buy it, but WILLING TO SPEND THE MONEY FOR IT—has stood in the way of profitable results from many an otherwise masterly piece of advertising and many a complete advertising campaign.

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A study of the Loose Leaf Ledger advertising copy, several pieces of which are reproduced on pages 11 and 12, will disclose the very natural reason for the advertiser's original skepticism. And only actual facts and figures and live, specific data, such as SYSTEM keeps and works from, would ever justify an advertiser in daring such a radical change in style of copy.

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But SYSTEM'S statistical information has been so closely confined to actual experience, and has been drawn from such widely varied sources, that it enables ANY advertiser wishing to reach MEN to act with a certainty that would otherwise be impossible.

SYSTEM editorially acts as a reporter for business men on each new or improved business development—in selling, advertising, accounting, manufacturing, managing; in PERSONAL business ideas, as well as in organization ideas.

Therefore, SYSTEM has naturally built up a relation with business men and business houses that makes its organization a virtual storehouse of vital information on business successes and business failures.

Combining this with ten years' experience in laboring to meet the WANTS of business men, to find out the trend of those wants and satisfy them; and ten years' experience in distributing its manufactured products among business men most economically and efficiently—keeping a closely classified record of every fact learned by investigation or experience—permits SYSTEM to analyze a problem in advertising to men with great accuracy, and to chart it through a series of steps to success with the greatest possible assurance.

# How Satisfactorily Does a Man Think He is Getting Along Without Your Product?

Less than an hour's interview with the manufacturer mentioned at the beginning of this book, who had suffered signal failure in advertising his article to men, disclosed these facts:

The article advertised was merely an IMPROVEMENT over the usual type of an article that nearly every possible customer already possessed.

Therefore, to bring about its purchase by the average man, he must be induced to throw away his present one, and decide on AN EXPENDITURE OF MONEY he had not intended to spend.

The article advertised is undoubtedly superior to the types in general use—but men are getting along quite comfortably with the old type.

Therefore men, who are, on the average, conservative when it comes to making unusual expenditures of money, will have to be thoroughly aroused to the DISADVANTAGES of NOT having this new improvement.

The manufacturer was shown the type of copy that SYSTEM'S charts indicated as most effective for such a proposition.

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His skepticism at first was as pronounced as that of the Loose Leaf Ledger advertiser, and he declared that we would have to say, then, that the advertising of seven big advertisers whom he named, was all wrong, because their advertising was just like his. And yet those seven advertisers, as he pointed out, and as the rec-

ords show, were tremendously successful. And there was the fatal error.

His advertising had been modelled after a certain type used with great success by certain advertisers.

But these advertisers, every one of them, were either selling articles of continuous consumption by men, or articles that filled an absolute NEED in many men's lives, while HE was selling a type of article which the average man only buys once in several years, and a NEW KIND which the average man is getting along fairly well without.

The advertisers he patterned after, needed only to induce a man to EXERCISE A CHOICE when making a necessary purchase, while he needed to induce the EXPENDITURE OF MONEY that a man had not intended to spend, and did not necessarily have to spend.

If the clear-cut, REASONING style of copy he patterned after, is good for both kinds of propositions then, on this principle, the canvasser who comes to the door to sell your wife a two-volume story of the Titanic disaster for \$5, could successfully pattern after the methods of the ice man who simply calls "Ice?" up the area-way.

---

On the other hand, SYSTEM has on many occasions VETOED the desire of an advertiser to make his copy inspirational, and full of proof of the reader's NEED for the article. But always



from definite knowledge that the NEED would be APPARENT when the uses or qualities of the ARTICLE were proved, and from actual facts and figures in parallel cases to show how best to put that proof on paper—never from mere whim or opinion or taste.

In its work on the original merchandising plans of the Gillette Safety Razor, SYSTEM followed the editorial department's charts of "Interest and Susceptibility," just as absolutely as in the advertising of many office appliances, devices and systems, that have been successfully marketed entirely on SYSTEM'S ideas. Only in this case the copy-plan indicated was entirely different from those already cited.

And it was BY FOLLOWING these charts absolutely, that such a mistake as made by the toilet specialty manufacturer, or the manufacturer of the men's wear article, was made IMPOSSIBLE.

Investigation showed that the man who cuts or scrapes himself when he shaves with the regular type of razor, or the man who patronizes the barber-shave because he cannot keep a razor sharp, would realize his LACK of a razor that cannot cut, or that does not need stropping or honing, as soon as such a razor was known to him.

And a parallel drawn from such a proposition to SYSTEM'S charts, showed unmistakably the most effective style of copy to use.

For these charts prove that in SYSTEM'S editorial pages the kind of short-cuts, labor-saving or mistake-saving devices, selling schemes, advertising ideas, etc., that MANIFESTLY mean a NEW source of profit or saving, take best when boiled down to essentials or reasons in terse one-page or half-page "fillers," or into paragraphic "department-stuff."

The most effective style of copy for an article like a new, safety, no-honing, no-stropping razor, to reach the large body of men then in need of such a razor, was therefore made as certain and unmistakable as the type of engraving you need is made certain by the printing surface of the

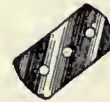
paper on which the engraving is to be printed. And from this data resulted the advertisement shown on this page, which appeared

## We Offer a New Razor

This is a new kind of razor. The piece of steel that does the work is two edged and is about as thin as this piece of paper. This steel is held so tight that it could not possibly cut you—arranged so ingeniously that it can be cleaned by merely holding it under the faucet or dipping it in the bowl an instant.



The main idea involved is the new process of so tempering and sharpening such thin steel as this that it will hold its edge during twenty or thirty shaves. But, even in the holder, there are hitherto unthought of improvements. You will have to see it to appreciate it.



The principal comfort, however, in this razor is that you never have to sharpen or hone or atrop it. When the blade begins to pull in the slightest we will sharpen it for 2½ cents, or a new blade will cost you just five cents.

There are no adjustments, no nuisances. You do not even need to be particular about washing your razor. It is made of silver and will not rust.



You can shave yourself with this razor, if you never could with another. No matter how expert you are with any other razor you can save time and trouble and money by using it.

Do not confuse this razor with any other you have ever seen or heard of its every detail is brand new. (Agents wanted.)



We have a booklet describing the razor, which will be gladly sent without cost. But the razor itself is so convincing—so astounding—that we wish you would send for it on trial. The price is \$5.00 for the silver razor, with 20 blades—two years' supply—in a neat box. The gold razor will be \$12.00. Send no cash—simply ask. Write a letter or use the coupon.

TOWNSEND AND HUNT  
1602 Marquette Building, Chicago

Send me, express prepaid, one silver Gillette Safety Razor, for which I agree to pay \$5.00. If, at the end of 31 days, however, I am not satisfied, I will return the razor, at your expense, and upon my mere statement of dissatisfaction, you are to send me back my \$5.00.



Name .....

Address .....

*This copy, built by System on scientific analysis, opened the campaign*



in SYSTEM in November, 1903, as the first of the campaign that virtually set the seal of success on this now widely advertised article.

And again the equal application of the fundamental copy-principles involved, both to BUSINESS proposition and PERSONAL proposition, is shown in SYSTEM'S later use of the principles back of this advertising of an article for personal use, in its own advertising of the "Business Man's Library."

The "Business Man's Library" had been brought into existence because a study of the editorial "Interest and Susceptibility" Charts, proved a wide-spread interest among men in accurate knowledge of other phases of business besides the one in which they were most experienced, and BROADER knowledge on subjects connected with their own work, than their own individual experience could give.

So these same facts indicated that concise copy, giving REASONS for the value of the books, along the same lines on which the Safety Razor copy had given reasons for the value of the razor—in fact merely telling the nature of the contents—would effectively, and very economically, make such men feel their NEED of the books.

Therefore, the small, briefly descriptive advertisement shown on this page, was planned to secure the orders of this class of men—SAVING for use only at special seasons the expense of the big, inspirational copy necessary to make other men FEEL THE NEED of the books. And the plan has been continuously successful for more than five years.

In the Acme Stapling Machine advertisement, on page 18, the same sort of analysis was made by SYSTEM, the same sort of apparent NEED for such a device was uncovered, the same parallel on SYSTEM'S charts was made, the same style of copy was indicated—and the SAME RESULTS ATTENDED THE USE OF THE ADVERTISING SO PREPARED.

In countless other instances of business appliances and of men's wearing apparel or toilet accessories, this principle has been proved.

After the first test has shown that the advertising must induce an unexpected expenditure of money, then the next logical test to apply is "Does the average man think he is getting along well enough, or will he realize an active NEED for the article as soon as he learns of its uses?"

It is easy to draw the inevitable parallels between the propositions illustrated—the

type which must overcome the conservatism of men who think they are getting along well enough as it is, and the type which must merely prove that it FILLS a need that the man himself will readily recognize—it is easy to parallel the propositions cited with the specific propositions you know about.

Guaranteed Hosiery is effectively advertised by copy which is devoted to REASONS why the advertised hosiery lasts, or attractive pictures showing its economy or comfort. Because a big enough market is offered among men who already SEE that they are not get-

## Will You Accept This Business Book if We Send it Free?

Sign and mail the coupon below. Send no money! Take no risk!

One hundred and twelve of the world's master business men have written ten books—2,079 pages—1,497 vital business secrets, ideas, methods. In them is the best of all that they know about

- |                |                     |  |
|----------------|---------------------|--|
| —Purchasing    | —Salesmanship       | —Position-Getting                              |
| —Credits       | —Advertising        | —Position-Holding                              |
| —Collections   | —Correspondence     | —Man-Handling                                  |
| —Accounting    | —Selling Plans      | —Man-Training                                  |
| —Cost-keeping  | —Handling Customers | —Business Generalship                          |
| —Organization  | —Office Systems     | —Competition Fighting                          |
| —Retailing     | —Short-cuts and     | and hundreds of other vital business subjects. |
| —Wholesaling   | Methods for every   |  |
| —Manufacturing | line and department |  |

A 9,059-word booklet has been published describing, explaining, picturing the work. Pages 2 and 3 tell about managing businesses great and small; pages 4 and 5 deal with credits, collections and with rock-bottom purchasing; pages 6 and 7 with handling and training men; pages 7 to 12 with salesmanship, with advertising, with the marketing of goods through salesmen, dealers and by mail; pages 12 to 15 with the great problem of securing the highest market price for your services—no matter what your line; and the last page tells how you may get a complete set—bound in handsome half morocco, contents in colors—for less than your daily smoke or shave, almost as little as your daily newspaper.

Will you read the book if we send it free?  
Send no money. Simply sign the coupon.

The System Co., Wabash and Madison, Chicago

If there are, in your books, any new ways to increase my business or my salary, I should like to know them. So send on your 16-page free descriptive booklet. I'll read it.

S-5-16

Name \_\_\_\_\_  
Address \_\_\_\_\_  
Business \_\_\_\_\_  
Position \_\_\_\_\_

*Example of Copy planned for  
a proposition, for which the  
customer already feels a need.*

ting along satisfactorily with other hose—who have to personally feel the annoyance of socks that wear to holes, and the expense of everlastingly buying new ones.

But if there were an urgent need of the trade of that other class of men who carelessly buy socks in two or three dozen lots when they are told by servant or wife that their supply is low; who never feel the bother or worry of holey socks themselves—if THIS trade were demanded, then THOSE men would have to be driven out of their conservatism by copy which would go to the roots of their BUSINESS efficiency and “close” them, as a salesman “closes” after he has a prospect

interested. The computing machine is successfully advertised by copy detailing the UTILITY features, because its big market is among men who realize the delays and losses in a big business from slow or inaccurate computation of figures.

But the dictating machines must overcome the prospective user’s conservatism based on his belief that “he is getting along well enough now.”

The foot-arch, the rubber-heel, or the cushion-shoe has only to prove its MERITS to make the man with lame or tired feet willing to buy.

But a new type of lather-brush would have conservatism to overcome because “my old brush does well enough.”

---

Before you have drawn many such parallels, such cases as those of the ready-made clothing, the garter, the collar, the typewriter, and similar advertisers will be reached.

Here are articles that must meet the “getting along well enough now” idea everywhere—yet



**One light blow  
and it drives a  
staple through  
a quarter  
inch of  
material**

**THINK** of the time, trouble, and money this convenient, strong, accurate little machine will mean in *your* office!

It will drive a staple through  $\frac{1}{4}$  in. of material—paper or cloth—and clinch it in a second.

Anyone can do it, easily, quickly, safely. This machine has stood the test of vigorous service—it will make good for *you*. Holds 100 staples—has clog preventing device—and is fully guaranteed in every part—staples included.

**Write today whatever your needs**

The Acme Machine illustrated here is but one of our Standard Machines. Whether or not this fits your requirements write us today. We do or can make any kind of stapling machine to serve your purpose perfectly.

**Acme Stapling Machine Co., Ltd.**  
112 North Ninth Street      Camden, New Jersey

*Note the similarity in principle of this copy and of that on page 17 and page 16*

the accepted style of copy is invariably “reason-why” or descriptive or even “publicity.”

SYSTEM has proved beyond reach of a doubt that in every buying transaction a definite business policy or instinct dominates the man who BUYS, just as surely as some other business policy or instinct dominates the man who SELLS.

And SYSTEM’S method of finding the business policies or instincts involved in any advertising problem is to draw a parallel between the purchase that the advertising must induce, and a similar class of purchase made by a man for his BUSINESS needs, or a similar ACTION

taken by him in his business; and then find from its charts of experience what most effectively INDUCES such a purchase or such an action.

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The purchase of such items as those named—clothing, collars, shoes, garters, writing papers, typewriters, carbon papers, inks, etc.—are what in your business you call “routine purchases.”

Advertisements of such goods do not have to induce an expenditure that is not already intended or expected, but have merely to induce the exercise of a particular choice.

But SYSTEM has found a sharp difference between a man’s willingness to exercise a choice when no great change in his customary purchasing methods is involved, and his willingness to exercise a choice, when to do so he must buy at a new place, buy on different terms, or accommodate himself to new conditions.

And this difference is a very important factor in what KIND of advertising copy most successfully affects him.



# Does Choosing Your Goods Involve a Radical Change for the Buyer—or Does it Merely Call for a Decision?

Editorially, SYSTEM has taken much interest in bringing about more efficient methods in handling that class of “up-keep” or “cost of doing business” items that might be termed “periodical”—such as employees’ vacations, methods of hiring, promoting or paying men, etc.

And the “Interest and Susceptibility” Charts of these articles show a marked difference in style to be necessary between those that describe a new method requiring innovations in the office or factory methods, and those that can be adopted merely by bulletin or by the manager’s action.

For instance, in dealing with plans for the application of scientific management to shops, offices and stores, a slowness—sometimes even unwillingness—to become actively interested in bringing about such changes is shown where METHODS ONLY were suggested by the articles.

But the Charts of results from SYSTEM’S famous SERIES of articles showing the REASONS and LOGIC of scientific management plans, prove that THIS style of article successfully overcomes slowness and unwillingness.

For the proposed methods involve, not EXPENSE, but innovations and radical changes in policies and men demand REASONS for such changes.

---

On the other hand, better methods for handling employees’ vacations, more scientific ideas for hiring or promoting men, are shown by the charts to be most effectively handled by short, SUGGESTIVE hints, published at intervals that

correspond with the intervals of recurrence of these expenses.

For the methods described in such articles can be utilized or adopted by a mere word from the manager, or by an office bulletin, and a man needs only SUGGESTION to induce him to act in such cases.

---

SYSTEM made possible the present profitable and extensive advertising of Writing and Printing Papers by the use of this principle.

Though the PURCHASE of paper by business men was, and is, a ROUTINE or necessary purchase, to SPECIFY a particular brand meant CHANGING from the usual method of accepting the printer’s recommendation, and INSTRUCTING the printer what brand to use; and often it meant the bother of aiding the printer in FINDING and SECURING the brand specified. Hence a man demands REASONS for the change.

The advertisements reproduced on pages 20, 21, and 22 are merely examples of many campaigns by which SYSTEM has helped these and many other manufacturers to meet this necessity for INDUCING A CHANGE, and overcoming HABIT or CONSERVATISM.

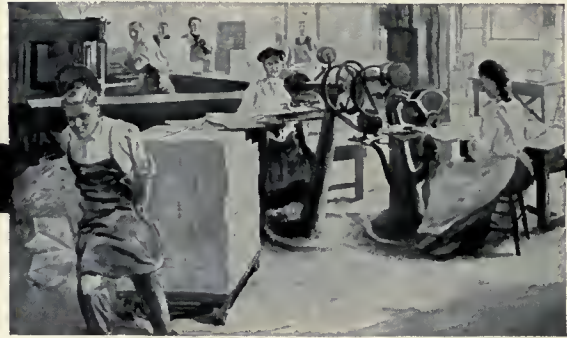
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But not only in the purchase of BUSINESS supplies does this principle apply.

The paint advertisement reproduced on page



# The Rough Route From Bindery to Buyer



If you could follow one of your catalogs from the time it leaves the bindery until it reaches the desk of the buyer, you would see it jounced, jolted, bumped and knocked about on the road the mail bag travels. And you would find out whether you were wasting your money on the preparation of catalogs only to have their sales value ruined before they reach your prospect—whether you could afford to send them out without the insurance of protection given by



**Where Princess Quality Comes From No. 1**

The first requisite to produce paper of Princess Cover quality is an up-to-date plant with unlimited mechanical power to macerate the strong fibers necessary for this quality of paper

The cut shows our No. 1 Mill (where all Princess Covers are made) with never failing, abundant water power (25 feet fall to the wheels)

## PRINCESS COVERS

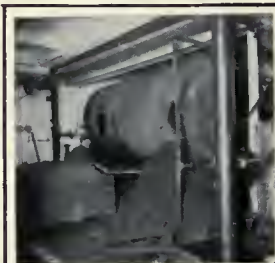
Of course, it is impracticable for you to follow this rough handling with your own eyes. But here is an easy test by which you can get the same results. Send a few copies of your catalog to friends in distant cities and ask them to mail them back to you. You will realize then that you must use stronger covers and tougher wrappers if your catalog is going to carry its original attractiveness uninjured to the buyer's desk. And no catalog can retain sales value when it is torn, frayed and corner-jammed. The buyer's



**Where Princess Quality Comes From No. 2**

Another requisite to Princess Quality is "eternal vigilance" in the selection and sorting of the raw material

The cut shows one corner only of our Rag Sorting Room where careful sorters, in clean, light surroundings, go over the rag material that is to help make Princess Covers.



**Where Princess Quality Comes From No. 3**

Of utmost importance in producing Princess Quality is the scientific "cooking" of the raw material, and still preserve the great strength of the fibre necessary. The cut shows a Rotary Boiler equipped with latest devices to obtain this important feature.



**Where Princess Quality Comes From No. 4**

Princess Quality is still further assured by most careful inspection of the manufactured article by experts, in strong "North Light," and all imperfections sorted out. The cut shows one corner of our well-lighted Finishing Room,

*This is page 1 of a Double-Page Spread to effect a change in buying*





natural impression is that if your proposition is not worth a substantial messenger to carry it, it is not worth his time to consider.

There is just one way to insure your catalog against mutilation in the mails and make permanent its original beauty and attractiveness. Dress it in

## PRINCESS COVERS

and mail it in a Princess Wrapper and it will be delivered to your prospect as fresh and perfect as when it left your office.

Princess Covers meet the double demand of durability and beauty, making them ideal for catalog purposes. Their strength and toughness enables them to withstand the roughest handling in the mails and their distinctive color and texture carries an impression to the buyer that commands his interest in your product and your proposition.

### Get This Beautiful Sample Book—FREE

You cannot afford to choose a cover for your next catalog until you have seen our sample book. It contains generous samples of eleven unusually attractive shades and two unique finishes. Surely with these twenty-two varieties to select from, it should be easy for you to find a cover that will exactly suit your needs.

The book will also give you suggestions for mailing envelopes to match. Write for a free copy today on your business letterhead.



*This is second  
page of Spread  
—accomplished  
its end with  
great success*



**C. H. Dexter & Sons**  
Windsor Locks, Conn.



# Please Don't Lose This Place——

*Keep Your Finger In It*



**I**N this number of SYSTEM is a masterful exposition of the value of Advertising. No amount of literary effort could bring before you at one time such a mass of valuable information on the conservation of time, labor and the operation of business at decreased expense.

Yet amid the myriad of appliances, systems and plans for increasing profits, *this* page is strikingly distinctive of modern methods. It tells how to have the highest quality of writing papers at a price consistent with reason.

So just keep your finger in this place, and, before you lay down this number of SYSTEM, turn back and write us a little note. Merely ask us for samples of

## SOUTHWORTH Writing Papers

Since the early 30's, the Southworth family has been making high grade paper. Even in the original little mill on the banks of the sparkling Agawam, the quality was uppermost. Two Southworth brothers in those early days foresaw the demand for a paper pure of color and fine of finish and strong of texture, at a price a careful business man could consistently pay. They experimented with selected materials and the clear crystal water of the Agawam—and they produced the

paper that today is the famous Southworth Quality.

That little log mill of 70 years ago has long since sunk into the earth. Yet the same enthusiasm—the same pride in honest quality that fired the two Southworth brothers—is evident in the modern Southworth plant. We have grown—yet not to boast of size or output. For an honest quality—the pride of a generation—unsurpassed through all those years—is what we offer you at a price you can afford.

\* \* \* \* \*

Thousands of business men—men who are particular—are friends of Southworth. They have come to know that the quality of Southworth is axiomatic. They consider this quality so far superior in every way that they never think of specifying any other paper. There is a reason for this belief—and it will be evident to you when you slip your fingers over a sample of Southworth Bond. Surely your business is worthy of this test. Surely *you* will write us this note for samples of Southworth Bond that will show you the way to logical economy in your writing paper. Merely write us on your letterhead.

**THE SOUTHWORTH COMPANY**  
MITTINEAGUE, MASS.

*Another ad  
successful in  
inducing the  
specification  
of paper*



Whatever you would paint, no matter how many kinds of paint would *do* for it—there is

## One Best Paint

and there is no other so good for you to use. It is to provide you with *that* paint—to make it easy for you to get it—to give you absolute *certainty* in its selection,—that we offer you the Expert services of our organization.



There is more to be thought of in selecting a paint, or varnish, or stain, than the Color. There is the material, the character of surface, its age, the surrounding conditions. One man's judgment may vary, his knowledge and experience may have certain limitations. But back of your selection, back of the painter's opinion, back of the dealer's recommendations, is the knowledge, experience and reputation of the greatest paint organization in the world, when you specify

# SHERWIN-WILLIAMS PAINTS & VARNISHES

40 years of paint-making—a right quality product for every purpose—are focused on *your* job, be it a house, or factory, or conveyance or a chair—if you

## Get our expert advice on your painting

If you are an expert in paints, varnishes and building surfaces, your own judgment is enough. But if you are not an expert, better than relying on your own judgment, better than depending altogether on the painter—is to have the 40 years' reputation of The Sherwin-Williams Co. back of your decision.

Let us advise you on the proper kind of paint for your purpose, and if 40 years of honest paint-making—40 years of experience with painting and painting surfaces—if the expert knowledge of the greatest paint organization in the world, is worth anything, you can be *certain* that you are getting the best paint for your particular work.

This service is free to you—the concentrated knowledge, judgment and experience of this great organization will be cheerfully given to *your* painting job without a cent of cost to you—or a bit of bother. Just write us the information outlined below on which to base our expert advice—or just fill in the proper answers on this blank, itself, clip it out, and mail it to us. There is no need to be in the least uncertain about your painting when this expert advice is so easy for you to get.



## THE SHERWIN-WILLIAMS CO.

Address all inquiries to 653 Canal Rd., Cleveland, Ohio.  
In Canada, to 639 Centre Street, Montreal.  
London address: 7 Well Court, Queen Street, E. C.

## Information

I plan to paint {state kind of building, machines, conveyances or other article.

Kind of surface and present color

Further description.....

.....

.....

Let me have your expert advice on the right paint and varnishes to use.

Name.....

Address.....

City..... State.....

(If possible send photograph.)

*Copy built to induce the specification of a brand of paint*



23, which is one of a campaign very successfully used in SYSTEM by Sherwin-Williams Co., was shaped by SYSTEM to meet the same conservatism on a man's part that the paper manufacturer has to meet—inducing the SPECIFYING of a brand of paint rather than following custom and leaving it to the painter's or dealer's choice.

And in assisting with the merchandising plans of the Hindoo Trousers Supporter, SYSTEM found the SAME buying conditions, and the SAME selling principles involved—a CHANGE from past methods to be made, and conservatism to be overcome; met them in the SAME way, as shown by the advertisement reproduced on page 25; and with the SAME success, as shown by this letter from the advertiser:

"This month's 'ad' in SYSTEM drew exceedingly well, having brought us one hundred eleven cash-with-order replies and one hundred thirty one inquiries.

"We are very well pleased with the results thus far shown and wish to thank you for your kindness and prompt service.

Yours truly,

HINDOO TROUSERS SUPPORTER COMPANY.  
T. A. Ballou, Sec'y."

SYSTEM does not advise the manufacturers of such goods for men's personal or home consumption, who have their copy-plans moulded on SYSTEM'S Experience Charts, and find the copy pays out in SYSTEM with this almost uniform success, to take the results from SYSTEM as the basis of their expectations for the whole campaign.

For while the kind of men who must be influenced is the same, whether reached through the general magazines or through SYSTEM, and the principles involved in influencing them are the same, the ENTIRE CIRCULATION of SYSTEM is among such men, while in general magazines the circulation must necessarily be divided between such men and a certain percentage of boys and young men who are not self-supporting, and a certain percentage of women.

Hence, to take the actual VOLUME of the results of an advertisement in SYSTEM as a standard by which to measure other magazines, would be decidedly unfair to other magazines, and might at the same time lead the advertiser into serious consequences from having planned on results which could not be produced except in SYSTEM.

But, deducting from the volume of SYSTEM'S results, a fair percentage for lost motion in other magazines, a definite standard can be set up.

For this difference in results is because of difference in the degree of CONCENTRATION of circulation, and not because of any difference in the buying and advertising principles involved.

A business man does not become an UN-BUSINESSLIKE man, merely because he has relaxed from business pressure.

Only in the advertising of goods requiring no unintended expenditure of money, and exacting no radical change from previous habits or methods, has SYSTEM seen profitable results from using the broad "Suggestion"—or, as it has come to be known, "Publicity"—style of copy.

The double-page spread reproduced on pages 26 and 27, was produced for the General Electric Co., because lights MUST be bought by the business man, and the QUALITIES of these particular lights therefore formed the best basis for copy.

To choose these lights would require no radical change in buying method or habit, hence BROAD SUGGESTION formed the best basis for advertising quality.

Foods, clothing, collars, garters, table waters, and many other necessary items OUTSIDE a man's business—typewriters, investment securities, pens, scales, and many other BUSINESS necessities—have been enabled to advertise with "Publicity" copy with certainty of success through SYSTEM'S copy-plans moulded on the facts shown by its Experience Charts.

But many others have been TURNED AWAY from this style of advertising by the same Charts, because their advertisements needed to induce an unintended expenditure of money, or needed to bring about a radical change in a man's usual way of buying, or an innovation in his habits—as buying from a dealer not usually patronized by him, buying by mail, instead of from a dealer, having an article made to order, instead of buying ready-made, or vice versa, or HUNTING for a store that can supply the article.



## More Men are Wearing Hindoo Trousers Supporters Every Day



Patent Pending



**T**HERE never was a good reason for the existence of suspenders in this Twentieth Century. At its best the suspender is a makeshift device. Suspenders were tolerated up to recently simply for lack of something better. Man's ingenuity in its search for more world's to conquer never seemed to take the direction of this commonplace subject.

With the invention of the Hindoo Trousers Supporter the old time suspender is no longer necessary. For the well dressed man to wear suspenders today is as incongruous as wearing hob-nailed shoes with evening clothes. The suspender is a thing of yesterday. Comfort, economy and sanitation demand the Hindoo. It prevents the uncomfortable drag so dreaded by wearers of suspenders in hot weather. It saves the shirt and insures the proper hang of your trousers. Besides, it encourages erect shoulders—proper walking at work or play. Hindoo Trousers Supporters are invisible when worn. A snap on of the buckle in front as shown by the illustration and your trousers are secure for the day. A belt is not at all necessary. Hindoo Supporters

are complete in themselves. Are light and strong—simplicity itself. Made of a belt-like body of soft webbing with upright flexible stays. No rubbing; no pressure on the abdomen; no strain. Trousers may be easily raised or lowered by the adjustment of the sliding buckle. The better grade men's furnishing stores carry the Hindoo—but if your haberdasher can't supply you we will on receipt of his name and the price—\$1.00. The coupon makes ordering easy. With order give neat waist measure inside of trousers. Send—TODAY.

### A Rare Opportunity For High-Class Men

We want a number of high-grade men to represent us locally in the sale of Hindoo Trousers Supporters to the trade and direct to consumer. The field is big and undeveloped—a wonderfully rich sales possibility. Side line men, agents, specialty salesmen, etc., will do well to communicate with us. The combined novelty and utility of the article make the proposition one of the most attractive that has been offered in many years. Write for particulars—or send coupon—TODAY.

## Hindoo Trousers Supporter Company Alliance, Ohio

Hindoo Trousers Supporter Company, Alliance, Ohio

Gentlemen:—I enclose \$1.00 for one Hindoo Trousers Supporter with the understanding that it is absolutely as represented.

Name .....  
Address .....  
City ..... State .....  
My dealers name is .....  
Address .....  
Waist measure .....

Hindoo Trousers Supporter Company, Alliance, Ohio

Gentlemen:—Kindly send me full particulars about the sales opportunity of the Hindoo Trousers Supporters as it interests me.

Name .....  
Address .....  
City .....  
State .....

*Note similarity in purpose and similarity in tone between this and preceding copy*



# Wherever Business is

Whether you manufacture, or wholesale, or retail—whether your employees work over machines or books or money or merchandise—whether you are in a big city or small town, tall building or low—at some season of the year, or some period in the day, you must be absolutely dependent on artificial light for the conduct of your business. And because the Lighting problem is so important to *you* it has become the important problem of *our* business.

Mazda  Lamps

## Solve the Problem

The new G-E Mazda Lamp, with its improved Tungsten filament, produces a light that closely approaches sunlight in its clear, even white quality—a light in which colors, textures and merchandise qualities retain practically the same appearance as in daylight.

This new lamp not only produces a *finer quality* of light but it affords *three times the intensity* of light given by the ordinary incandescent lamp *from the same amount of current*.

Your electric lighting station' or supply dealer, can furnish you with G-E Mazda Lamps in a large number of sizes.

We shall be glad to give you the help and advice of our lighting experts in solving any of your lighting problems. We can offer you suggestions on the proper and most economical lighting schemes for offices, stores, factories, homes, or hotels. To ask for this information is a favor to us, and places you under no obligation whatever. Address Dept. 31.

# General Electric Company

Principal Office—Schenectady, N. Y.



*Inducing exercise of choice without any change in buying methods*



# There is a Light Problem



There is far more to the question of proper and economical illumination than to get merely enough light to see by. The accuracy and efficiency of all workers depend largely on proper illumination. In factory, office, bank, or store the disposition and temper of employees are affected by the quality of light they work under. In the store, the attractiveness of displays and the prestige of the merchant are often due entirely to the lighting.

Mazda



Lamps

## Solve the Problem

G-E Mazda Lamps will increase the efficiency in every department of your business. They will help your employees in their work. They will better display your goods and increase the attractiveness of your windows and counters. They offer you *more, better and cheaper light* for your office, store, factory, or bank.

G-E Mazda Lamps are as well adapted to the home. The same features that add attractiveness to the store or office give charm and beauty to the lighting of

library, dining or living room. The same features that aid the mechanic or accountant to work more easily, also make home reading or study more healthful and pleasant.

Wherever you are, there is no reason why you should not avail yourself of this new, better, cheaper light. G-E Mazda Lamps can be obtained from any lighting station or supply dealer.

Write today for illustrated booklet, "The Dawn of a New Era", which describes these lamps in detail Address Dept. 31.

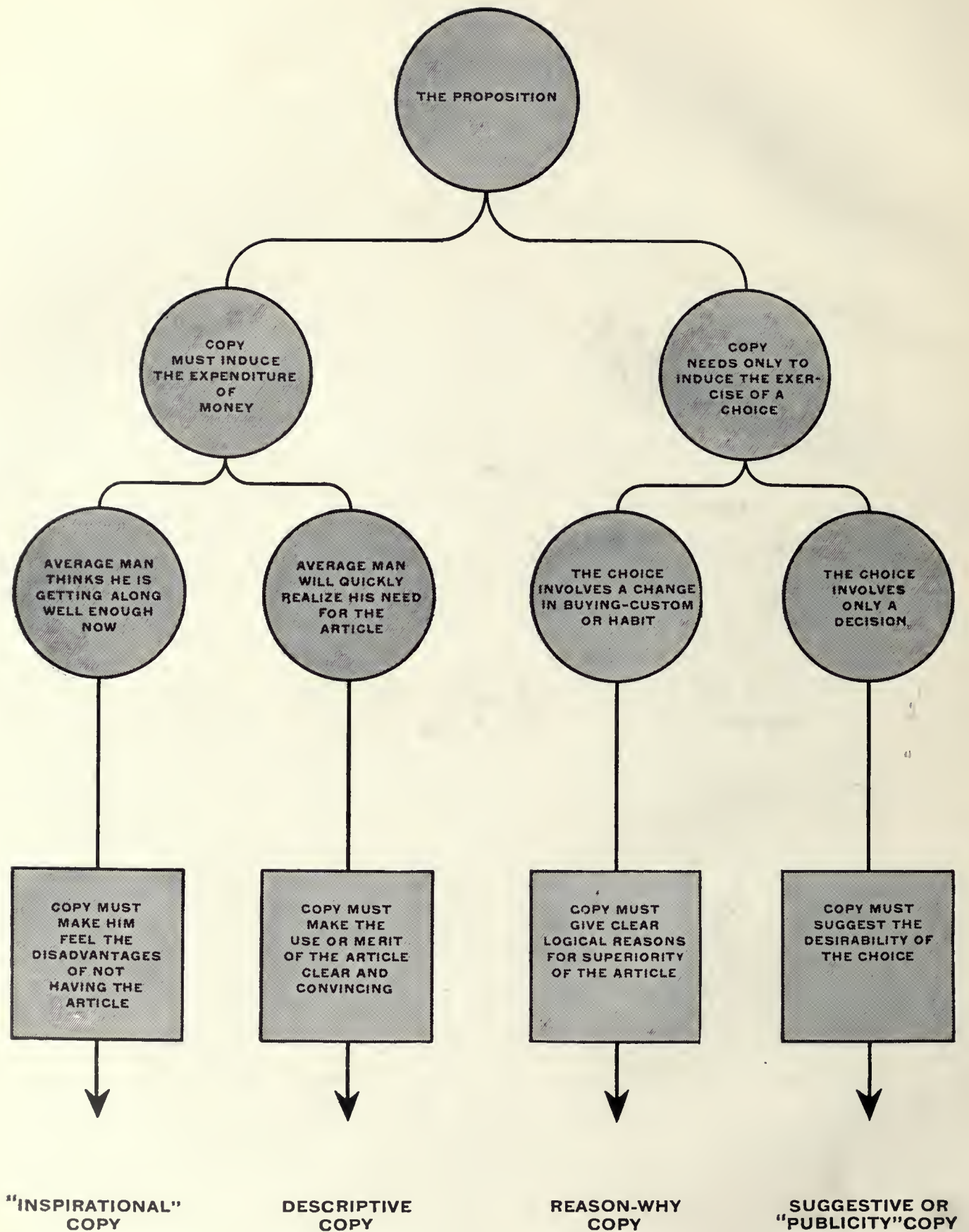
# General Electric Company

Sales Offices in all large Cities

(C710)

Page 2 of the  
General Electric  
Spread—the  
"Suggestive" copy idea





*Any proposition to be sold to men, for which an advertisement or series of advertisements, or "Dealer-Sheet" is to be written can be super-imposed upon SYSTEM'S Chart, shown on opposite page.*

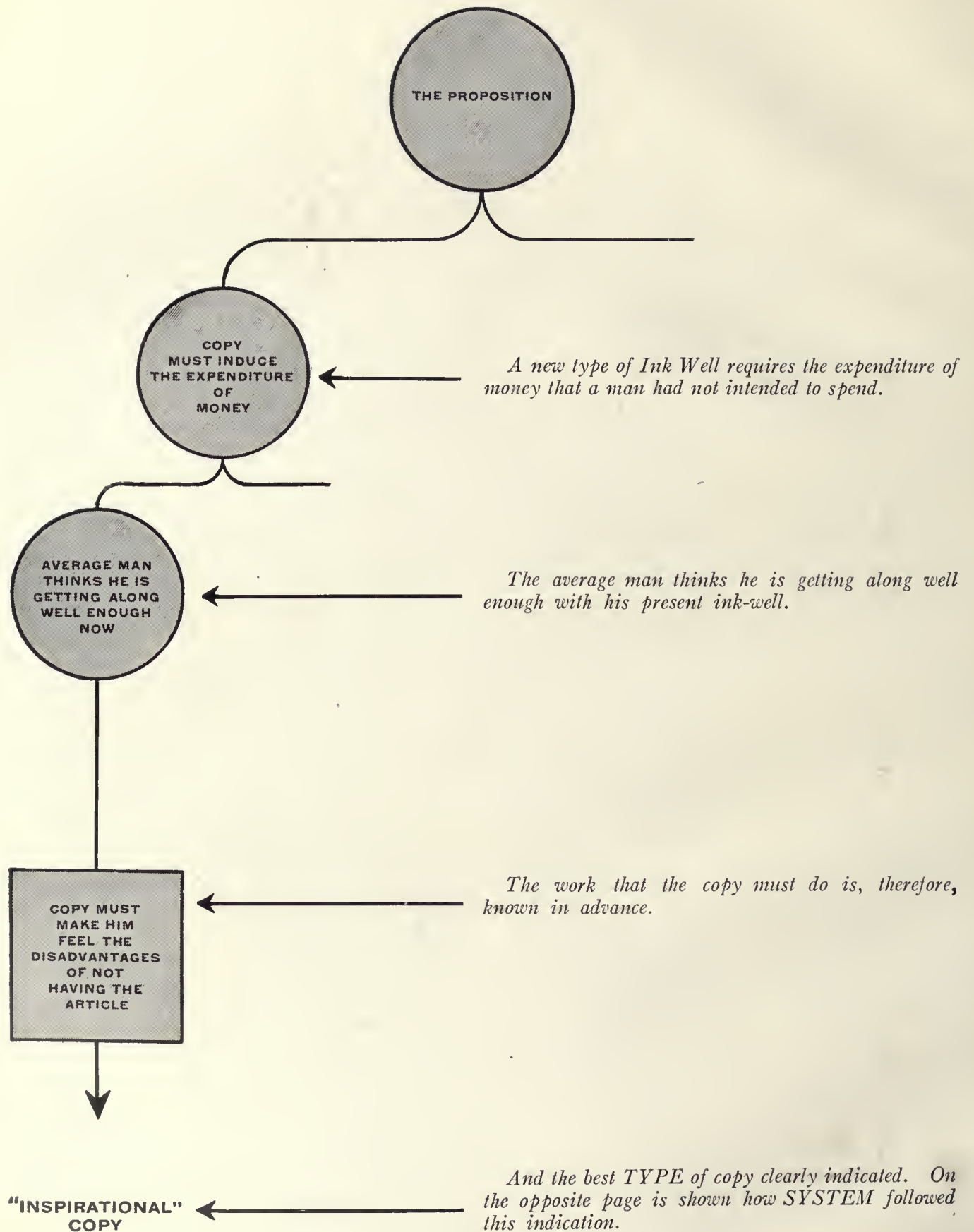
*And from it can be moulded a form and style and tone for copy that permits the copy-writer to work, not infallibly, by any means, but at least with more CERTAINTY than upon the mere judgment, opinions or taste of a single man or group of men.*

*The success of many great advertisers whose advertising needs only to INFLUENCE A CHOICE when a routine purchase is being made—a choice that involves no radical change—has caused other men to waste thousands of dollars in attempting to INDUCE THE EXPENDITURE OF MONEY for their goods, or induce a CHANGE IN HABIT OR BUYING METHOD, by the same kind of advertising.*

*There is a time for plain "Publicity"; there is a time for sober "Reason-Why"; but there are other times when you MUST dig beneath both and get the stuff that makes a man WILLING to buy, no matter how MUCH business conservation tells him to "let it go awhile."*



EXAMPLE 1



# Pick out the Stand You Want and give it a Fifteen Days FREE Trial



## A Sengbusch Self-Closing Inkstand pays for itself with the ink it saves you

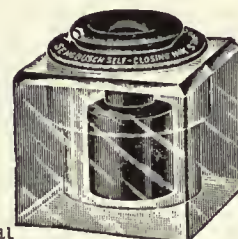
It positively prevents evaporation and saves that 55% of your ink that goes to the air and is *lost*, by an ordinary inkstand. It prevents the ink from thickening, becoming gummy and dirty, and keeps it clean, clear and fresh. Ink that has been standing in a Sengbusch Self-Closing Inkstand for months and months is in just as perfect condition as the day it was poured in.

The Sengbusch automatically closes dust tight and dirt proof after each dip. No fear of dipping too deep, inking your penholder and fingers, you can dip just far enough to get the right amount of ink on your pen and no farther. Every dip is uniform. No spurt-ing or splashing. No unsightly blots. One filling lasts from three to six months. So it saves time and patience in addition to cutting down your ink bill. Every business man should have one on his desk. Thousands of them have. *You* should have one. Read our free trial offer and act.

**Sengbusch Self-Closing Inkstand Co.,**  
340 Montgomery Bldg., Milwaukee, Wis.



No. 1—3 in.  
Price, \$1.50



No. 2—3 in. Cut Glass  
Price, \$2.00

No. 3—3 in. Plain Glass  
Price, \$1.75

### Fifteen Days' Free Trial

Just to let you prove to your own satisfaction how far superior the Sengbusch Self-Closing Inkstand is to any other inkstand on the market, we will let you use one in *your* office on your own desk for fifteen days and we will not charge you a single red penny. That's how confident we are that the Sengbusch will make good, that it will save you ink, money, time and worry. Simply specify the stand you would like to try, fill out the attached coupon and we will forward a Sengbusch Self-Closing Inkstand to you, all charges prepaid.



No. 5—3 in.  
Price, \$1.50

#### Pin this to your letter head

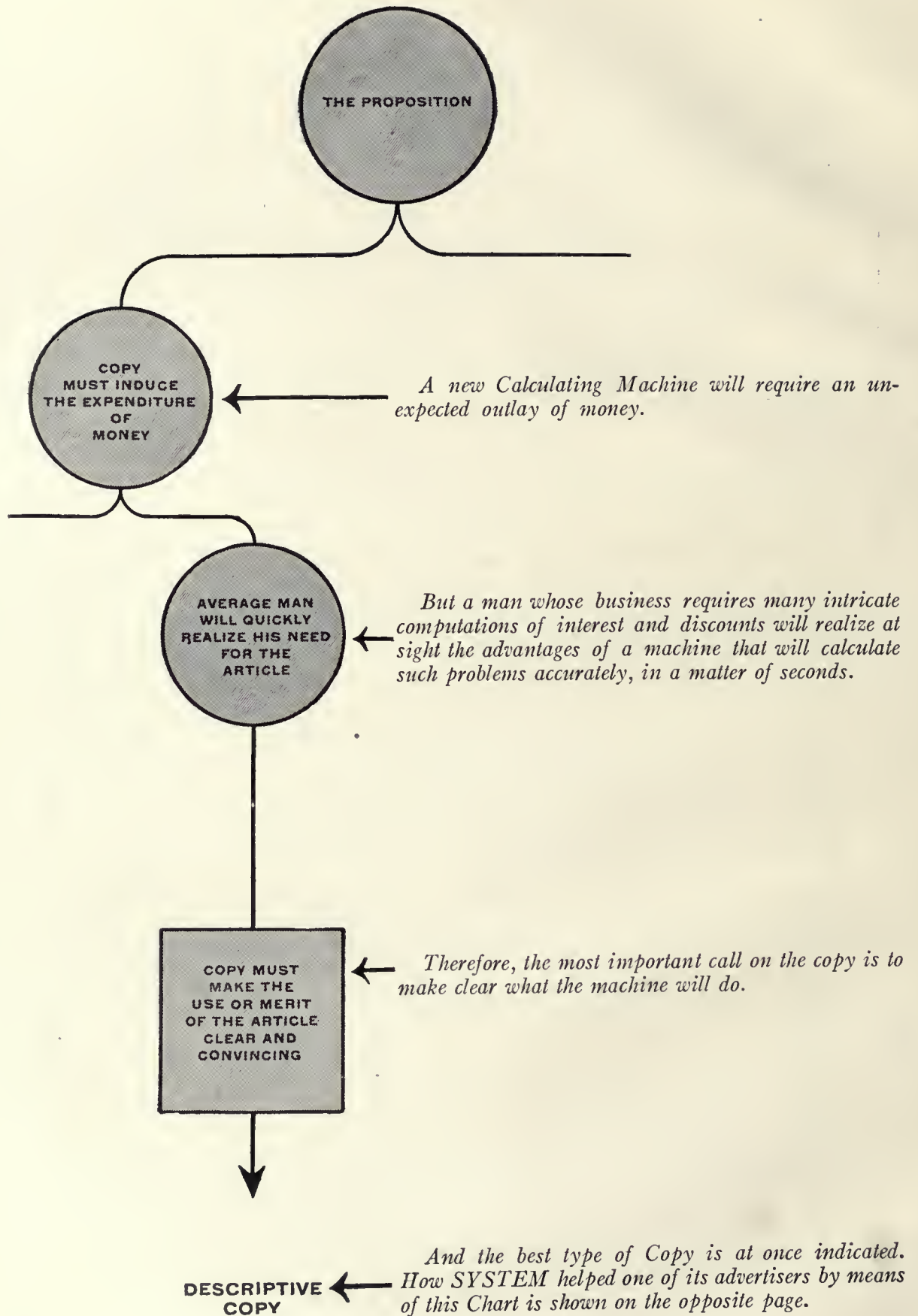
You can send me, all charges prepaid, one No. .... Sengbusch Self-Closing Inkstand. If after a 15 days' trial I decide to keep it, I will remit the price. Otherwise, I will return the stand, charges collect.

Name.....  
Street & No.....  
Town.....State.....

*Check this copy  
with Chart and  
compare with  
principles on  
Page 13*



EXAMPLE 2



# Meilicke Calculator



**Interest at sight**

*Example I:* Note for \$950, dated today, due in 98 days, bearing  $4\frac{1}{2}\%$  interest. Gives answer in 2 seconds.

**Figures interest and discount as easy as  $2 \times 2$**

*Example II:* John Roberts agrees to pay \$285 at 5% November 1st, note dated Jan. 8th; you discount it today at 6%. Gives answer in 28 seconds.

Figure the time it takes to arrive at these answers the old way—and the uncertainty as to whether or not they are right. In Example I you first find the number of days the note has to run; second, you determine whether or not the maturity date is a legal date for payment; third, you reckon the interest on the principal at the given rate; then you compute the interest for the time.

In discount work as in Example II this work is just doubled. Yet the Meilicke—by a single turn of a wheel—accomplishes in a few seconds what it now takes long minutes of tedious, brain-racking effort to do. It answers the four distinct problems peculiar to interest-bearing calculations—instantly—automatically. A hand movement gives you the answer—you read it at a glance.

Meilicke Calculator Co.  
Peoples Gas Bldg., Chicago, Ill.

Gentlemen:  
I am interested in reading your new book.  
Please send me a copy with the understanding  
that this request imposes no obligation on me.

Name .....

Business Address .....

Nature of Business .....

Capacity with Firm .....

City ..... State .....

## FREE "Automatic Calculation of Time and Interest"

Here is a book that tells how this wonderful new machine eliminates the menial brainwork now associated with the handling of interest-bearing transactions. It exposes the utter wastefulness of duplicated effort. This book is of interest and value to employers, executives, managers, bookkeepers and accountants everywhere. To acquire this book obligates you to nothing except to read it. The information it contains is worth dollars and dollars to you. To participate in receiving a copy of this valuable limited edition send the coupon—TODAY.

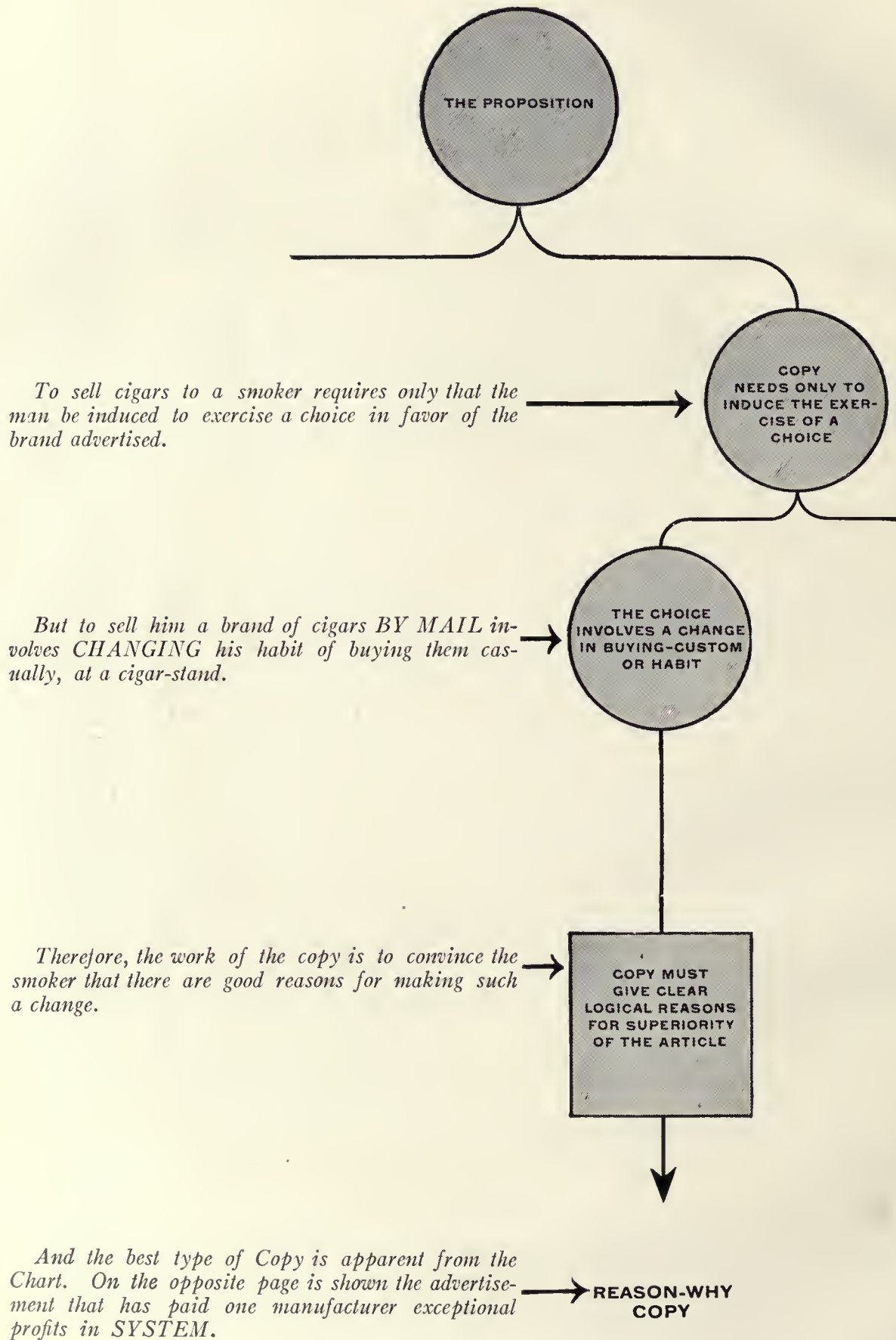
**Meilicke Calculator Co.**

**Peoples Gas Building, CHICAGO, ILL.**

*Compare this copy with principles in chapter beginning on page 15*



### EXAMPLE 3



## 2c. Brings You 100 Havana Cigars

Just write us and say, "I would like to try your Baby Grand." That's all. We don't expect a cent from you until after you have smoked five or six of these cigars, and not then unless you find these cigars (which we will sell you for 3½c. each) are as good as the best cigar sold by your dealer at three-for-a-quarter.

How we can sell you a 10c. cigar for 3½c. is explained by the fact that we are manufacturers and sell direct to the smoker. The 4½c. you save on each of these cigars represents the profit that is added to the cigars you buy from the retail dealer—a margin that must be added to provide something for the wholesaler, the jobber and the dealer.

### OUR BABY GRAND IS A RICH HAVANA CIGAR

Not merely Havana filled, but Havana wrapped as well. A mild, rich, fragrant smoke that we know you will thoroughly enjoy.

Now, please remember that while our claims for this cigar may appear somewhat exaggerated, especially when the price is considered, our offer to send you these cigars on FREE TRIAL must not be overlooked.

You must take into consideration this fact. We cannot make a penny of profit until we first sell you our cigars, and according to the terms of this offer, we don't ask you to even agree to buy these cigars until you have first satisfied yourself by smoking five or six that they really are the wonderful bargain we say they are.

### HERE IS OUR FREE TRIAL OFFER

Make the request on your business letterhead, or that of your employer, and we will send you 100 Baby Grands, delivery prepaid. Smoke five or six, then send us \$3.75 or return the balance of the cigars, within ten days after their receipt, and we will pay the return expressage and make no charge for the few samples smoked.

This same offer applies to all of the cigars we make. Our illustrated booklet showing cigars in a large variety of shapes, blends and sizes, which range in price from \$3.75 to \$16.00 per 100, will be sent to you free of charge.

### MAKE THIS FAMOUS TEST NOW

It has convinced thousands of men who buy all of their cigars fresh from our factory at a saving of 50%. Write TODAY and begin to enjoy cigar economy and real cigar QUALITY.

**La Reclama Cuban Factory**  
E. H. RIDGEWAY President  
CIGARS from MAKER to SMOKER by MAIL  
Est. 1875 Inc.

421-L East 32d Street

New York

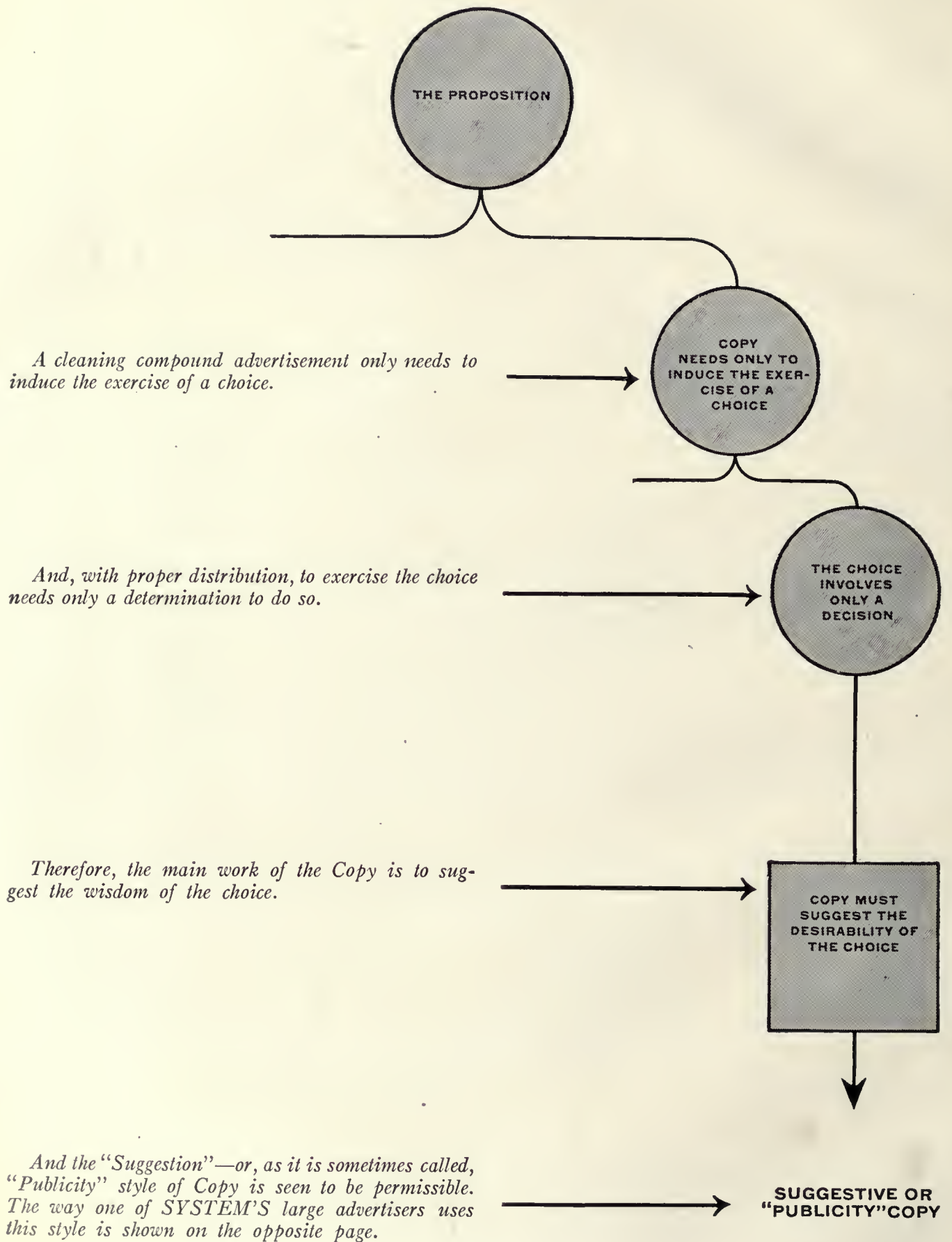


Exact Size  
and Shape

Compare this  
copy with prin-  
ciples in chap-  
ter beginning  
on page 19



#### EXAMPLE 4





## New Uses for an Old Friend

Wherever you turn in the office, shop or factory—you'll find almost daily a new use for Old Dutch Cleanser. Nothing equals it for quick, thorough cleaning. Takes dirt and oily grime from the hands in a jiffy—cuts grease from washbowls, floors and machinery easily—quickly. Absolutely harmless to the skin or articles you use it on.

Many Uses on Large Sifter-Can 10c.

# Old Dutch Cleanser

*Compare this  
copy with prin-  
ciples on latter  
part of page 24*





# Determining the Amount of Space and the Amount of Copy

The amount of Space an advertisement should occupy, and the amount of Copy put into it, is too often determined by the amount of money the advertiser can spare, or the amount of money involved in purchasing the goods.

If a man is in New York and wants a job in the West, he figures out the town where he is most likely to SECURE the job, and then RAISES THE MONEY to get there—or goes without the job.

Only a dare-devil or indiscreet person buys a ticket for as far as he has ready money to go, or regulates the length of journey he will make in search of the job by the amount of salary he wants to get.

Advertising for an increased business is like going to a new place for a job—and the man who only goes as far with it as he can go without disturbing his bank balance is taking nothing but a gambler's chance on that being FAR ENOUGH.

And it is equally foolish to go FURTHER THAN IS NECESSARY.

---

SYSTEM, in planning an advertising campaign for itself or in helping other advertisers to plan a campaign to influence men, has found it of great assistance in preventing ineffectiveness, to analyze carefully HOW FAR THE ADVERTISING MUST GO with a man's interest to move him to action.

For instance, on page 40 is a group of small advertisements that SYSTEM helped the advertisers to build up. They have proved econom-

ically effective, because an intimate knowledge of business men and what "goes best" with them, has shown that in propositions appealing largely to the desire for specific profit, a man acts through inspiration, hope, optimism, enthusiasm. And such impulses can often be aroused by compact, "small-dose" units of argument that set the IMAGINATION at work, as effectively as by large advertisements.

---

But in studying the problems met by the National Cash Register Company, in marketing its new Office Register, SYSTEM found that an entirely different kind of task was set for the advertising. For a man's motive in buying is different.

Before the manager of a large business can see the specific profit of an appliance of this kind, he must be brought to a realization of the POSSIBILITY of such a profit. He is not only "getting along well enough" in his own mind, but through long custom he is skeptical of there BEING a way to get along better.

---

Hence SYSTEM planned on using enough space, not only to take the business man through all the details of the business operations affected, as he knows them now, and all the details of the same operations, as the advertisement proposed to change them—but enough space to FORCE IT HOME on the man that the change is IMPORTANT.



And the ten full pages in one issue of SYSTEM, which are reproduced starting on page 41, and continued to page 50, were devoted to the task—

with extraordinary results. A 12-page and another 10-page advertisement have also been used in this campaign with equal success.

**\$3.00  
Deliv-  
ered**



## Complete privacy at your telephone

An overheard telephone conversation has disturbed many well laid plans. The

### Flack Telephone Muffler

ends further embarrassment. Gives every advantage of a booth without its heat and stuffiness.

Prevents all eavesdropping and saves time, temper and nerves. Easily attached, held by friction, *absolutely sanitary*.

**Price at your office, \$3.00**

**AGENTS:** Business men have been waiting for this Muffler—Sells on sight—Desirable territory still open—Write now.

**Smith Selling & Advertising Company**  
1337 Arch Street, Philadelphia, Pa.

## Double Your Stenographer's Capacity



and eliminate errors, corrections, uneven imprint, and delays by equipping each one of your machines with

### Error-Proof Speed Keys

—they are the remedy for most of your typewriter troubles—increase your stenographer's speed and endurance—prevent calloused finger tips—broken nails—tired eyes—and mistakes. Most of the leading houses use them.

You can test them free by mailing us the coupon attached.

**AGENTS and DEALERS wanted**—Responsible men should write us at once for big profit details. Tabloid folder sent on request.

**TYPEWRITER SPEED KEY CO.**  
82 W. Broadway, NEW YORK CITY

**TYPEWRITER SPEED KEY CO.**  
82 W. Broadway, New York City

Please send us for two weeks' trial, set of Error-Proof Speed Keys for ..... Typewriter, Model No. .... If not satisfied, we are free to return the set, otherwise, we will remit \$3.50 at the end of the trial.

Name .....  
Address .....

## It Keeps— It Counts— It Sticks— Your Stamps—

Holds them safe as a bank in rolls of 500 to 1000 prepared by the Government—moistens envelope instead of the stamp—

## The White Stamp Affixer—

Will be sent on 10 days' free trial to any responsible concern in the United States. Write us for booklet which tells you all about it.



**Saves Stamps  
Saves Mailing Time  
Saves Clerk Hire**

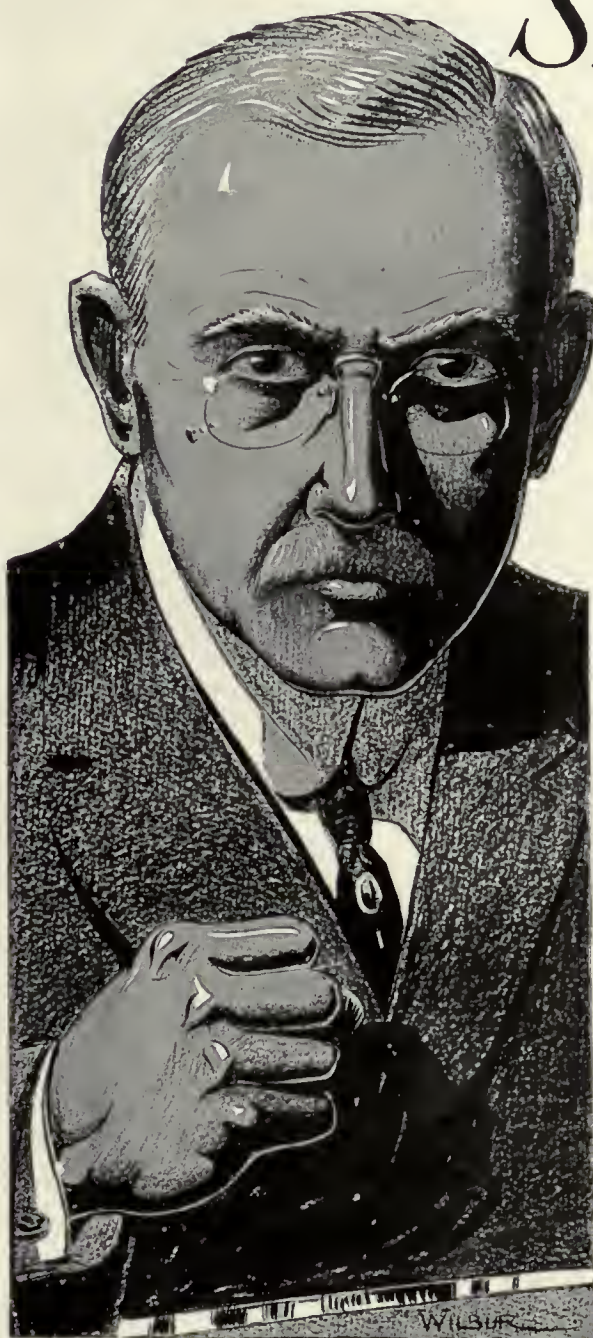
*Write on your letterhead today for price and terms.*

**OFFICE APPLIANCE MFG. COMPANY**

**Providence, R. I.**



# “Where Do I Stand?”



All business men want to know where they stand—in some measure *do* know. But the manager of a book publishing house insisted that he know at 12 o'clock noon of each day.

Not where he stood at the end of last month, or last week; he wanted to *know at noon* where he *stood at noon*, when the day's bank deposit was made up.

He wanted his noon-day figures to be so positive that without detail work on his part he would know that every entry had been made and made correctly.

He wanted a control on his business. He wanted information and protection.

He wanted to know

- the total cash receipts up to noon
- the total installment orders received up to noon
- the total agency orders up to noon
- the total wholesale orders up to noon
- the total cash mail orders up to noon
- The total received on old installment business up to noon
- the total on new installments up to noon
- the total collections from wholesale accounts up to noon
- total agency collections up to noon.

He wanted to know them *at noon*—and he wanted to know they were *correct*.

“But”, said his Auditor—

*This is the opening page of the National Multi-Page ad in SYSTEM*



## *“Your business is peculiar”*

Your business is peculiar.

Your orders come from three different sources: Agents, the Trade, and Direct. There are four different kinds of cash remittances you want to know about. There are from 650 pieces of mail (on a dull day) to 3300 (on a good day) from which the facts of your business must be dug. There is a first delivery of this mail at 8:10, a second at 9, and one every half-hour from then to 11:30.

“The more reason, then,” said the Manager, “why all this mass of miscellaneous business should be protected with enforced records and classified without loss of time.

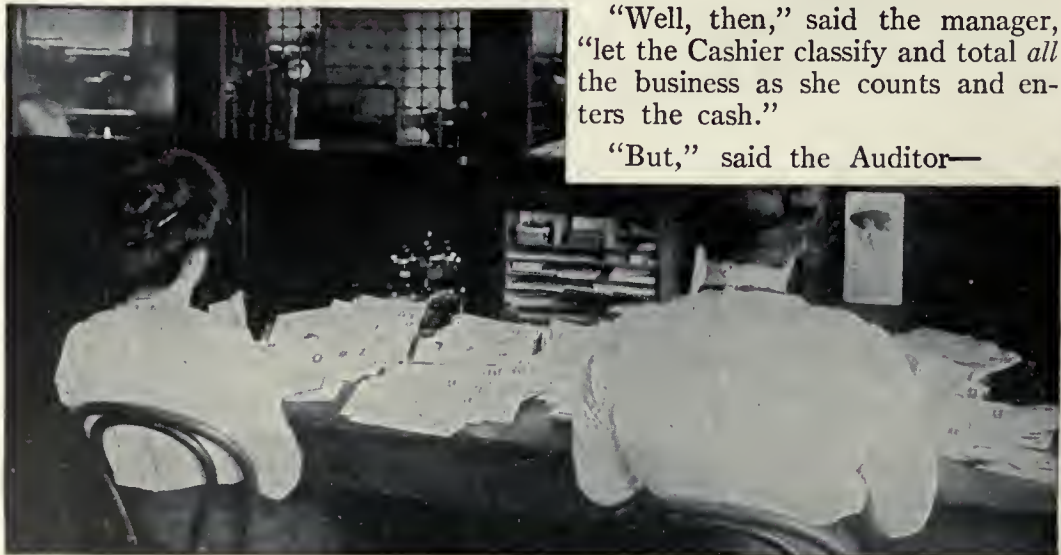
“But,” said the Auditor—



Your Mail Order business brings so many currency payments in letters that every piece of mail must be opened at the Cashier's desk and the cash counted and entered.

“Well, then,” said the manager, “let the Cashier classify and total *all* the business as she counts and enters the cash.”

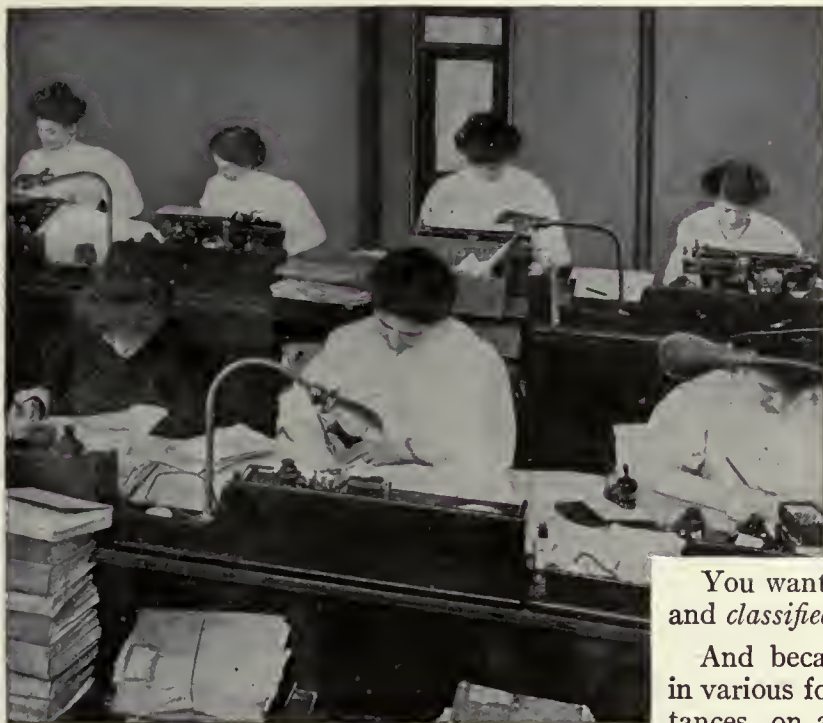
“But,” said the Auditor—



*Second page of  
the National  
Cash Register's  
Multi-Page ad  
in SYSTEM*



## *“You want orders filled first and classified afterwards”*



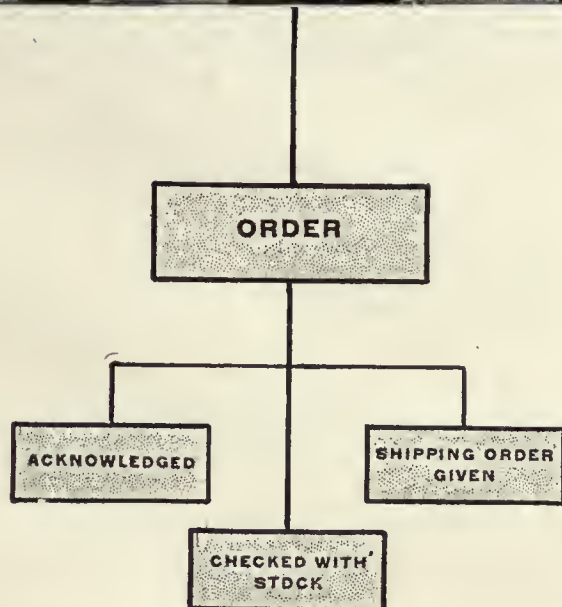
*Third page of  
the National  
Cash Register's  
Multi-Page ad  
in SYSTEM*

You want orders *filled* first  
and *classified* afterwards.

And because orders come  
in various forms—with remit-  
tances, on agents' reports, in  
letters and on cards—all the  
mail *must* pass through the  
Entry Department so that no  
order may be lost or not  
entered. For a customer's  
order is as important as cash.

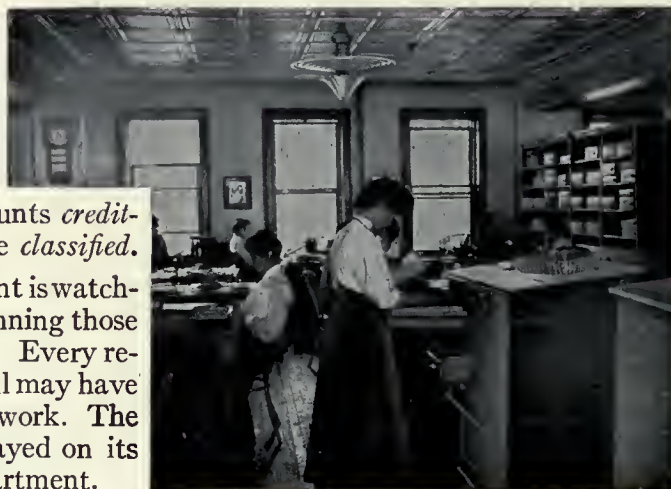
And once an order is entered,  
your house policy demands  
*action*. It must be *immediately*  
checked with stock and, if not  
on hand, either requisitioned  
or back-ordered; shipping in-  
structions must be given; the  
order must be acknowledged.

“But, not less important  
than to fill and bill our orders,”  
said the Auditor—





*“You want customers’ accounts  
credited before their payments  
are classified”*



You want customers’ accounts *credited* before their payments are *classified*.

Your Collection Department is watching every open account—dunning those whose payments fall behind. Every remittance in the morning’s mail may have a bearing on that morning’s work. The Cash mail must not be delayed on its way to the Collection Department.

Fourth page of  
the *National  
Cash Register’s*  
Multi-Page ad  
in *SYSTEM*

“Now is there an operation here that should be delayed? Not one.

“The Daily Report that now reaches you each morning for the previous day’s business is made as soon as the day’s business permits. To *hasten* this report means to *delay* the business.”

“But”, said the Manager, “I have not sufficient assurance that all these entries are correctly made. And I do not want to wait until morning. I need today’s facts today. They determine my policies. Today’s collections sometimes disrupt my financial plans for tomorrow. Today’s sales, if poor, could perhaps be repaired tomorrow if I knew the totals in time. They might determine my answer to a problem this afternoon—if I knew them.

“As the proprietor and manager of a business I have a *right* to know these facts. Today—not tomorrow. Exact

—not approximate. Not figures that may later require revision or correction, but figures as exact as the figures in my ledger.”

“Is it more important then to *report* the business to you than to *keep up* with the business?” said the Auditor.

“Why not do *both*?” asked the Manager.

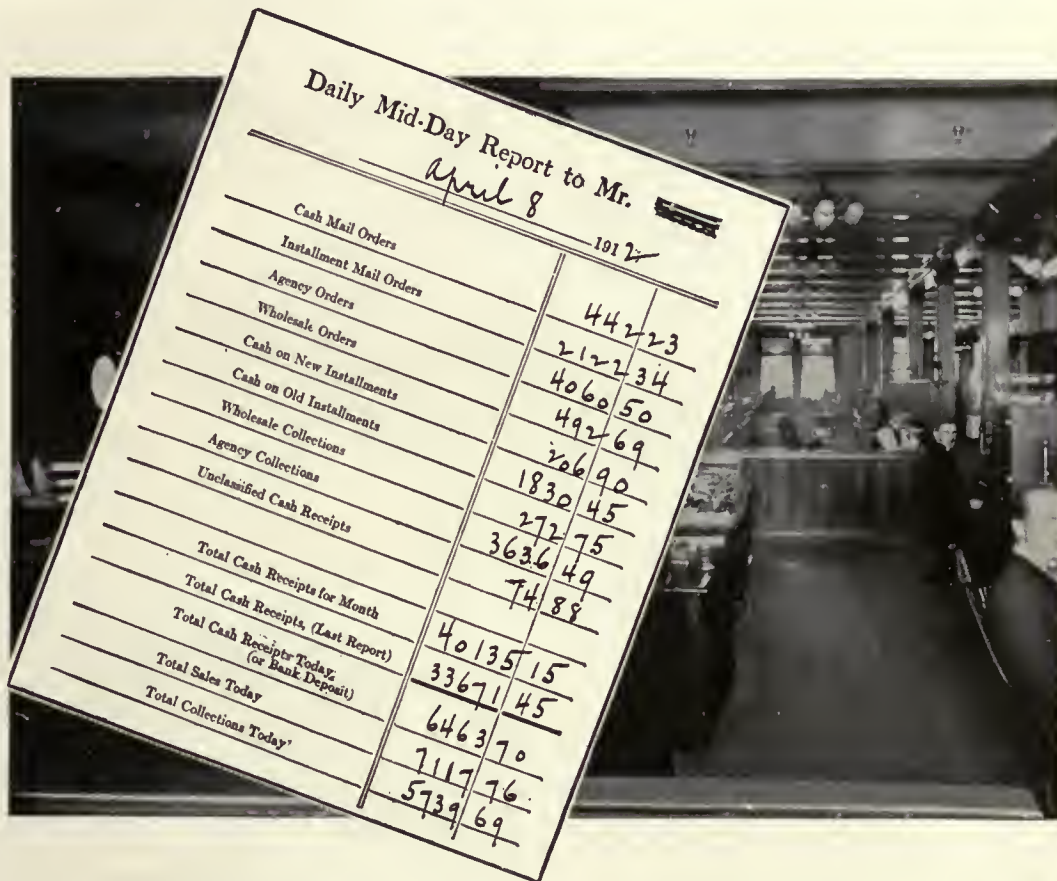
“When I go up-stairs to the Press Room, my presses are *printing*, yet I can step over to a dial and see exactly how *much* they have printed at any second. They *do* the work and *report* the amount done, at the same time.”

“A Printing Press”, said the Auditor, “is a machine. But a man is only a man.”

“A machine?” said the Manager. “A machine?—that’s it.”



*He now gets this report at noon  
and knows that it is correct*



**Daily Mid-Day Report to Mr. [Signature]**  
*April 8* 191*2*

Cash Mail Orders	442	23
Installment Mail Orders	212	34
Agency Orders	406	50
Wholesale Orders	492	69
Cash on New Installments	206	90
Cash on Old Installments	183	45
Wholesale Collections	272	75
Agency Collections	363	49
Unclassified Cash Receipts	74	88
<b>Total Cash Receipts for Month</b>	<b>4013</b>	<b>15</b>
<b>Total Cash Receipts (Last Report)</b>	<b>3367</b>	<b>45</b>
<b>Total Cash Receipts Today (or Bank Deposit)</b>	<b>6463</b>	<b>70</b>
<b>Total Sales Today</b>	<b>7117</b>	<b>76</b>
<b>Total Collections Today</b>	<b>5739</b>	<b>69</b>

*Fifth page of  
the National  
Cash Register's  
Multi-Page ad  
in SYSTEM*

He now gets this report at noon  
and knows that it is correct.

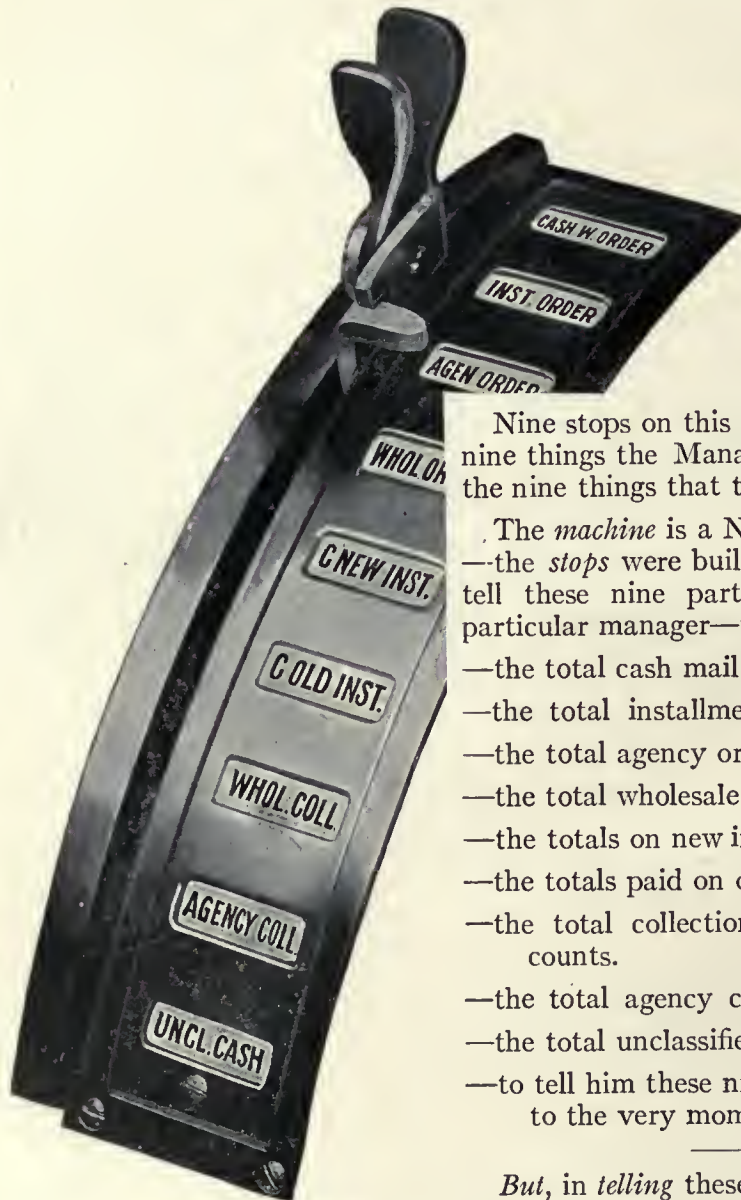
This is the Report—these are the  
Facts and Figures of the day's busi-  
ness up to noon—that are now laid  
on this Manager's desk, or sent to him  
if he is absent—at 12 o'clock noon  
of each day. A report so exact that  
at the end of the month its Grand  
Total of Cash Receipts constitutes  
an *audit* of the Cash Account entries  
when the Trial Balance is made.

And here is how the Auditor gets  
it for him—



*Nine stops on this Machine represent  
the nine things the Manager  
wants to know*

Sixth page of  
the National  
Cash Register's  
Multi-Page ad  
in SYSTEM



Nine stops on this machine represent the nine things the Manager wants to know—the nine things that the day's business tells.

The machine is a National Office Register—the stops were built and fitted into it, to tell these nine particular things to this particular manager—to tell him

- the total cash mail orders.
- the total installment orders.
- the total agency orders.
- the total wholesale orders.
- the totals on new installments.
- the totals paid on old installments.
- the total collections from wholesale accounts.
- the total agency collections.
- the total unclassified receipts.
- to tell him these nine things complete up to the very moment he asks for them.

But, in telling these things, not one second is lost from doing them. For—

## *Recording, classifying and totalling of each class is done with one motion*

Recording, classifying and totaling of each class is done with one motion.

The Cashier sits at the National Office Register. The opened mail is laid at her side. She notes the business character of each piece—whether it is an Agency Order, Installment Collection, etc.,—and moves the Indicator of the Register to one of the nine stops that corresponds. She notes the amount of the order or remittance and presses the proper “Amount Keys” on the Register.

By this simple, rapid operation, the information that the manager wants to know is extracted from each piece of mail—and, at the same time, by the same motion, the transaction is entered and the mail made ready for its regular business routine.

This enforces a correct, unchangeable record of each transaction, because no order or remittance can proceed in its course of handling unless the correct amount is printed on it by the Register.

As the keys are pressed—



*Seventh page of  
the National  
Cash Register's  
Multi-Page ad  
in SYSTEM*



*The amount and character of the transaction is indelibly stamped in duplicate*

Please ship these goods by express as we are in urgent need of them. Telegraph at our expense date of shipment. Any special attention you give to this order will be appreciated by

019 APR 8 Yours truly,  
HARMON, SPENCE & CO.  
JWE-LCB.

AoB-234.60

TOC-072.51  
WcA-082.44  
WbB-116.87  
InC-010.30  
UcB-002.35  
Cmb-014.50  
IoA-092.56  
AoB-234.60

**AoB-234.60**

*Eighth page of  
the National  
Cash Register's  
Multi-Page ad  
in SYSTEM*

The amount and character of the transaction is indelibly stamped in duplicate

—stamped on the letter or order or bill.

—and stamped on the detail strip inside the National Office Register and also added under the proper classification.

An agency order amounting to \$234.60 is stamped like this:—"AoB—234.60."

And in like manner entries are made for

Cash on New Installment Orders.

Wholesale Collections.

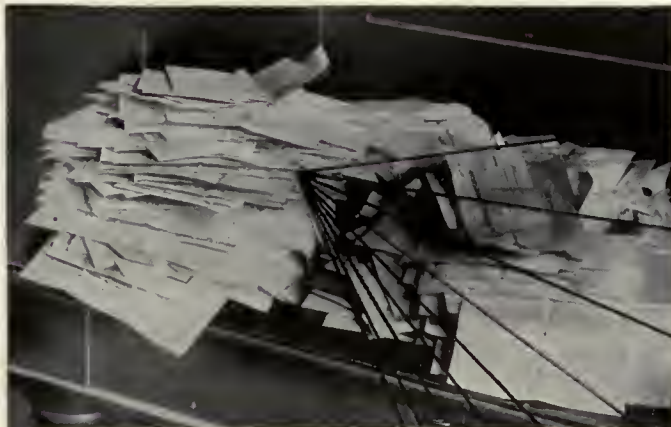
Etc., etc.

And as each piece of mail is thus quickly, accurately, indelibly entered, it then, without delay, goes to whatever department or person is first to act upon it.

But, while the necessary office entries have thus been made upon each transaction—



# *Out of the whole mail have been auto- matically sifted and totalled the nine things the Manager wants to know*



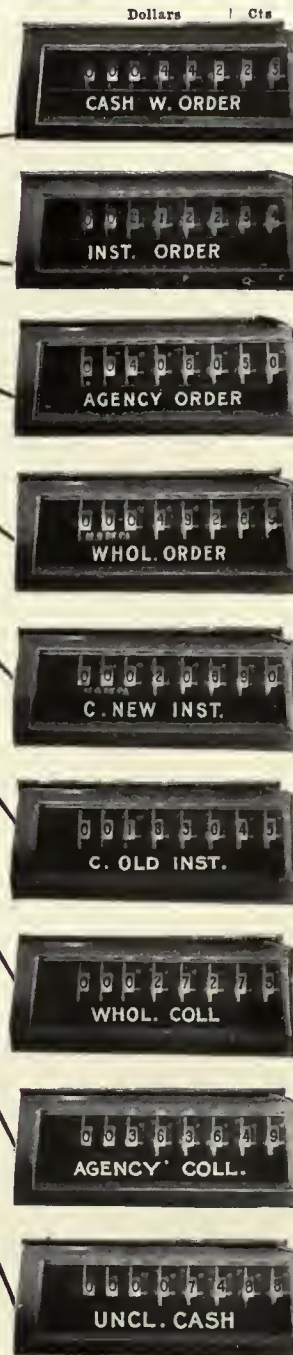
Out of the whole mail have been automatically sifted and totalled the nine important things this Manager wants to know.

For as the National Office Register stamps the entries on orders or vouchers or letters, and on the Detail Strip, it adds the amount of each item to the total of all previous items of the same classification.

As the register *must* add what it prints, these totals are the *final* figures by which orders are being shipped, credits given, cash balances made up—and with which the books of the company must agree at the end of the month.

These totals are held on separate adding wheels under lock and key. At any moment—without stopping a single action in the general business—the Manager may unlock the Total Counter and read the total of any or all classes of business up to that moment and *know* that it is correct.

And—at 11:55 when the day's receipts are started for the bank, which with this firm marks the close technically of a business day, these totals are copied on the Manager's Noon Report Slip, and a statement laid on his desk—at 12 o'clock noon—that permits him to say—



*Ninth page of  
the National  
Cash Register's  
Multi-Page ad  
in SYSTEM*



# “Here Is Where I Stand”

“Here is where I stand.”

Would *you* like to be able to say this—  
with definite assurance—at 12 o’clock noon,  
or any other minute of the day?

Would *you* like to have placed on your  
desk daily an accurate statement of the  
important things about *your* business?

Simply write those things on this  
blank statement. Clip it out and send it  
to us and we will tell you *how* you can  
have them—daily, without extra labor—  
with *less* labor, in fact, than your account-  
ing now requires—by a National Office  
Register adapted individually to your  
business. No obligation. No cost.

Tenth page of  
the National  
Cash Register’s  
Multi-Page ad  
in SYSTEM

The National Cash Register Company, Dayton, Ohio

Show me how, with a National Office Register, I can have a statement at any hour of  
the day I demand it, that would tell me these points about my business:—

- |        |        |
|--------|--------|
| 1..... | 5..... |
| 2..... | 6..... |
| 3..... | 7..... |
| 4..... | 8..... |
| 9..... |        |

—And not only give me these figures, by which I can see where I stand, but give me  
absolutely *accurate* figures which at the end of the month will constitute a safeguard  
for me over my cash receipts

Name.....

Business.....

Address.....

**The National Cash Register Company, Dayton, Ohio**

"Men won't read it," is an objection frequently raised when SYSTEM, after careful study and investigation, has prepared and recommended the use of its now famous "Multi-Page Advertisements."

But if the size of space and amount of reading matter have been correctly determined according to the amount of INTEREST a man can be induced to give the proposition, and MUST give before deciding on action, and if the copy is carefully shaped according to definite knowledge of what will TOUCH his interests—then the advertiser can feel certain that, no matter how LONG his ad, or how SHORT, no matter how LARGE the space, or how LITTLE, no matter how many men say they would not read it, the ad WILL be read by the men he WANTS to read it, and will get the AMOUNT of interest that is necessary to securing the action desired.

---

SYSTEM has often used in its own sales department, after careful tests, an advertisement or a circular letter of considerable, often unusual, length. And in the midst of the profitable volume of orders being received, found a communication from some man saying the ad or the letter was so long that "no business man would read it."

Yet, stacked up on both sides of this letter will be the orders that PROVE that business men DID read it.

The earnest, well-meaning critic had not stopped to think that HE would not read the ad or circular, simply because it did not interest HIM—but that he WOULD have read it gladly if the proposition had touched HIS particular interest. The ad or circular he complains of, is not too long—he would not have ordered from it if it had contained only ten words.

---

An expert auditor and cost accountant once wrote an ad for himself, and inserted it in the Want columns of a city paper. He wanted a \$10,000 job. He did not use BIG type, but he used a great DEAL of type—124 words.

He received only one answer. That answer said, "Your long, and tedious ad in Sunday's

paper is about the poorest piece of advertising I ever saw. No business man wants to bother reading such an ad. I would never have bothered to read it, myself, except that I have a particular need right now for a man of your ability."

What more could the advertiser desire—what more could he GET—than to have only the man who NEEDED him, read his ad?

This business man convicted his criticism out of his own words. For, being interested, he not only read the "long and tedious ad," but his letter asked the advertiser to "send FURTHER particulars."

He wanted MORE of the same kind of "tediousness."

It is a mistake to think that reading is a disagreeable task.

Using the EYE probably gives the greatest joy—the keenest pleasure—the most solid satisfaction—the intensest interest—of any of the five senses.

---

The brain of the normal man wants to be BUSY—MUST be busy. And the EYE is a creator of business for the brain.

LOOKING is almost compulsory, to the normal man.

And READING is a younger brother of LOOKING.

Looking at a beautiful landscape, the eye likes to linger a moment and READ any words that appear on the scene.

Looking at a great painting, even the appreciation of art stops a bit while we try to decipher the artist's signature.

The traveler in foreign lands learns how strong this instinct of READING is, when he realizes his feeling of exasperation over some sign he cannot decipher. And groups of tourists find themselves sometimes missing a beautiful view through the party's keen rivalry to translate the most words on an inscription or ordinary street sign.

---

Everybody WANTS to read. Everybody will START to read anything he SEES.

That gives the brain a job. If it is an



INTERESTING job, the brain calls for more. And the eye goes on with the reading matter. If it continues interesting, the brain is content.

But any moment that the exercise given to the brain by the reading matter—that is, the THOUGHTS dealt in—ceases to be interesting to that particular brain, the latter calls off its scouts and sends the eyes on to look for more INTERESTING exercise.

---

A knowledge of this principle in psychology will relieve a great deal of misapprehension as to an advertisement being read.

The problem is NOT to get your ad READ by everybody, but to make it INTERESTING to the men who are possible buyers.

SYSTEM has found that on a certain type of proposition a man can be most effectively influenced ONLY by giving him a great deal to read—because on that type of proposition he arrives at a decision to act only after considerable thought and study. He wants not merely essential details, but ELABORATIONS of those details, manifold examples of their application and VARIED FORMS of proof.

Even after his mind is made up, on such a type of proposition he enjoys MORE evidence that the proposition is right. He has become a PARTISAN of the proposition and is pleased to see more nails driven home.

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And this principle is true in business. SYSTEM'S editorial department has found,

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for example, that a METHOD of conducting sales or advertising or conducting individual selling canvasses, will permit, and will actually REQUIRE, to be effective, much reading matter and a great deal of space. But a specific selling PLAN or an advertising IDEA “goes” best when put concisely and briefly.

So SYSTEM, in applying its experience to an advertiser's plans, often finds it advisable to not only utilize the Multi-Page idea, but to fill the pages with virtually a business STORY.

The advertisement of the Addressograph Company, reproduced on pages 53 to 56, is an example in point. And the accuracy of SYSTEM'S method of diagnosis is proved by the fact that the advertiser for whom SYSTEM prepared this copy found it profitable to use this SAME copy twice in the same medium—SYSTEM.

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And here again is a principle that the advertiser of goods for a man's PERSONAL use, can advantageously apply.

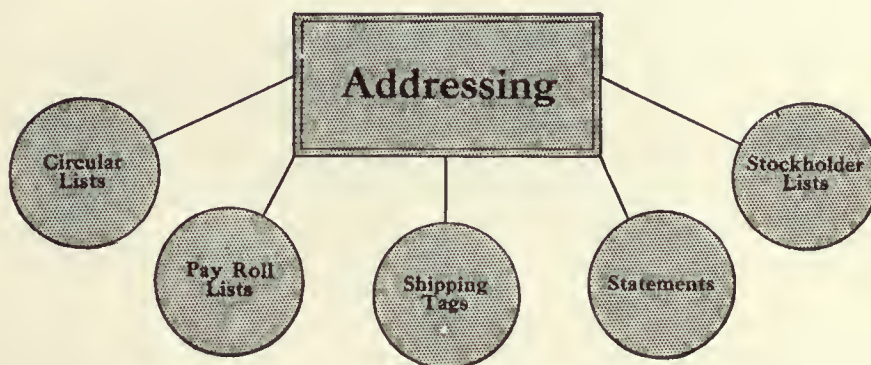
The fit, economy, and wearing-quality of things to wear are matters to which a man will readily give sober, sustained thought and interest. And ONLY by sober, sustained thought and interest, will any great degree of ACTION be obtained from him.

But STYLE is a proposition on which action can be secured more through impulse and inspiration. It is parallel, in its appeal, to business articles involving the chance for increased profit.

Taste and flavor in a food can win action by an impulse. But wholesomeness and digestibility must utilize sustained interest.

# Handling Lists Without Loss

How successful firms cut out the work  
of listing and addressing for Pay  
Rolls, Circularizing, etc.



*This Multi-  
Page advertise-  
ment illustrates  
successful use  
of long copy*

SIX months ago, twenty girls were working ten hours a day, addressing envelopes for a wholesale house in Ohio. Three days a week, two bookkeepers climbed down from their stools and made up the weekly pay-roll. The last five days of each month, two other clerks toiled over the monthly statements. Down in the shipping-room, the shipping clerk's assistant spent the most of his time writing shipping tags. Twice a year, the secretary of the company spent a weary week making up the stockholders' list and filling in the checks.

Today, the twenty girls have been put at more productive work, the bookkeepers spend only one-third the time on the pay-roll and statements, the assistant shipping clerk is wheeling a truck, and the secretary sends out his checks to stockholders in a day.

The work of twenty girls, the time of the shipping clerks, the monthly rush of the bookkeepers, and the dividend time of the secretary is now done better and faster by the office boy—and a machine.

Thus has the handling of names become a matter of astonishing importance in modern business.

*Names* are the vertabræ in the backbone of almost every kind of business. The customers' and prospects' lists support the sales department. The lists of accounts are vital to the bookkeeping department. The pay-roll list is of prime importance to the operating department. The stockholders' list is essential to the executive department.

A book has been written on the handling of names—a book of 128 pages that will prove as interesting to any business man as any book you ever read, and one that will astonish you with the opportunities it illustrates for increasing business and cutting the cost on the business you already have.

The magnitude of profit or loss involved in *names* has never before been set forth. Exact, proved methods of handling names with greater accuracy and more speed have never before been placed at the disposal of business men.



## SYSTEM for SEPTEMBER—ADVERTISING SECTION

It tells how to *compile* lists and how to use them—in sales work and accounting and shipping. It is a book that is destined to become the authoritative text-book on the handling of names.

\* \* \* \*

Where to find names of prospective purchasers, how to compile them and how to turn them into *actual* customers—how to classify customer-lists and how to follow up trade—are some of the important subjects covered by this new book—covered in the most practical way, by tried, proved methods of other successful men, so you may start where they left off.

But this is only *one* phase of the book. It not only shows how to make money by circularizing, but how to make money by cutting down the detail work involved in the handling of names—for office and factory work as well as sales—how to take the grinding routine of your pay-roll, statements and stockholders' lists from expert labor and put it on the shoulders of a *machine*—how to exchange a human brain's liability to mistakes for a machine's absolute accuracy.

This book illustrates and *proves*, by the actual experience of others, how an Addressograph will permit an office-boy to do more work, and more accurate work, than the most expensive help could do without it.

Detail work absolutely cannot be effectively performed by human beings. An automatic machine which cannot make a mistake has always been the solution of human errors. And there is no better proof of this than the sight of the returned circular letters that drift back daily to the houses still addressing their circulars by hand.

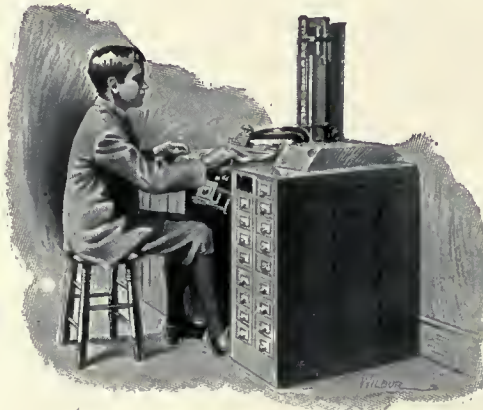
Names, towns and states are so juggled about by careless clerks that the percentage of returns is enormous. Added to this, observe the appearance of the average hand-addressed circular. The Addressograph cannot make mistakes,

and its own typewritten impression on each letter gives it the stamp of a personal communication from one business friend to another. This is how it is done:

You have a list of prospective purchasers that you want to sell. You have a list of customers that you want to sell more frequently. These lists are set up for you by the Addressograph Company in metal or sliding rubber address plates. Each address contains a printing plate and a printed card-board slip. These address plates are filed in card index drawers, alphabetically, geographically, numerically or in any special way the particular needs of your business demand. Thus, in one cabinet you have a card index of your prospects and customers, and the printing plates which you can use over and over again. When you want to take a name out, you simply go to the file

and lift out the plate. When you want to add a new name, you simply slip it into its proper position—it works just like the card file beside your desk.

As new customers are added to the customers' card index Addressograph file, the office boy at one operation heads all the necessary cards, loose leaf records and forms which are used to record the history of his dealings with the house.



How to put the routine of Pay Roll, Statements and Stockholders' Lists on a machine



The Returned Circular Letters that drift back after every mailing

Second page of  
Addressograph  
Multi-Page ad  
in SYSTEM



## SYSTEM for SEPTEMBER—ADVERTISING SECTION

The Addressograph is never idle. When your office boy is not sending out your circulars, he is using the Addressograph for other purposes. Toward the end of each month, he heads and addresses statements of all the customers. These he turns over to the bookkeeper for filling in, and thus at a stroke, the detail work of statement rendering is thrown on the Addressograph.

During the day, as orders come in requiring several shipping or delivery tags, the order is first handed to the office boy, and he quickly prints and attaches the proper number of type-addressed tags. When the railroads demand that each individual package be tagged, the Addressograph is printing from a dozen to fifty tags for each customer.

Once a week, or once a month, your employees must be paid. The payroll must be made up, the checks written, the envelopes addressed. By hand methods, this is laborious work. With the Addressograph, the office boy lists the names on the payroll, fills in the check and addresses the envelopes.

At regular intervals the Addressograph is used to list the names of stockholders and make out their individual checks.

\* \* \* \*

These are several of the principal uses of the Addressograph. This magazine is not big enough to tell you the detailed application of the Addressograph to particular uses in the bank,



Two Addressograph plates for a geographical arrangement. The card is used for data for reference purposes



Just as you slip a card into or out of your card index, so you can slip an address plate into or out of the Addressograph index drawer

publishing houses, club, laundry, the retail store and scores of specialized businesses. But 30,000 enthusiastic users are shouting testimony that the Addressograph can be used in every line of business where there is a regular duplication of effort in writing names and addresses.

It is hard to think of a business that does not use lists of names in some way—sending its prospects and customers direct bids for trade, or sending statements to customers, or sending checks to employees, or sending goods to purchasers or dividends to stockholders.

And it is still harder to think of a business that could not increase its capacity for sales if the proper kind of circularizing were applied to it.

It is to help every such business man to the easy, inexpensive lists that this new book "Short Cuts and Money-Making Methods" has been written. And, published to sell at \$1.50, to every such business man this book is free.

It helps the man already using lists to simplify his indexing and addressing—to keep his lists accurate, and instantly accessible. To the man who is not now making full use of his customers' or prospects' list, or who needs help in compiling such lists, the book is full of valuable suggestions and pointers.

It points the way to two great elements of profit in your own business—the pulling of more business by work you can do with mailing lists and the conserva-

*Third page of  
Addressograph  
Multi-Page ad  
in SYSTEM*



tion of time and labor in work you are *now* doing.

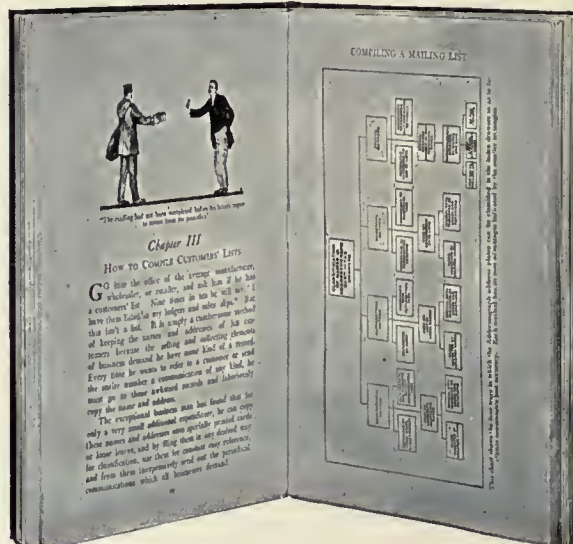
Apply this to your business. Take up your pencil and set down the number of clerks you have addressing envelopes, making up the payroll, sending out statements, addressing tags—day in and day out writing and re-writing the

same old names and addresses. The salary total of brain workers doing manual labor is pretty large, isn't it? It *is* when you know that the office boy and the Addressograph would be doing it for a twentieth of the money—and doing a far better job. This is fact proved by the recorded experience of 30,000 Addressograph users.

## The Coupon Will Bring You This Book FREE

The price of "Short Cuts and Money Making-Methods" is \$1.50. It will be sent to anyone postpaid on receipt of price. But if you are a business owner or manager, and will fill in this coupon, we will gladly send you the book absolutely free and without a bit of obligation on your part.

Fourth page of Addressograph Multi-Page ad in SYSTEM



# The Addressograph

TRADE MARK  
PRINTS FROM TYPE

has helped thousands of business men to save money and make *more* money. It will help you. This book will tell you how—exactly and clearly. And it will also give you many money-making suggestions that you can apply to your business today. We want you to have these suggestions and ideas—we want you to send now for this valuable new book.

The Addressograph Co.,  
910 W. Van Buren St.,  
Chicago

Send me a free copy (postpaid) of the new 128-page book "Short Cuts and Money-Making Methods."

My Name is.....

My Position is.....

My Firm is.....

Situated at.....

We have a Mailing List of.....Names

We address this list.....times per year

We send out about.....statements

We have about.....names on our payroll

## Just Off The Press

The first edition of "Short Cuts and Money-Making Methods"—limited to 10,000 copies—is just now coming from the press—a substantial cloth bound book of 128 pages, finely printed and clearly illustrated. On every page are ideas of practical, everyday usefulness for any business with more than the smallest number of employes or customers. Send the coupon today for a *free* copy, or if you cannot use the coupon, send \$1.50. Get this new book at once.

**The Addressograph Co.**  
910 W. Van Buren St. Chicago

# Finding the One Best Way to Advertise

The essence of Scientific Management is to find "the one best way" to do a thing—and then do it that way.

Then there is one best way to advertise your goods and no other way is so effective, and any advertiser can profitably devote considerable effort to FINDING that one best way.

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In industrial operations, costs and profits have been revolutionized through the results of Motion Studies, Tests, and scientific investigation of effects.

And SYSTEM has proved that parallel applications of these methods can be made to advertising with almost startling results.

The Chart reproduced on page 28 is merely the results of concrete experience made graphic. It furnishes a practical basis on which to START a study into your advertising "operations," and a definite PLACE from which to start.

Such a study is parallel to the "Motion Studies" made by an industrial engineer, and will disclose wastes, unnecessary elements and wrong methods, in copy, if any exist, as surely as the engineer's studies have disclosed them for manufacturers.

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After shaking down the "motions"—the copy-elements, space, mediums, etc.—SYSTEM, in merchandising its own products, uses a method of Tests that corresponds very closely to what

the industrial engineer calls "Setting up Standards."

The Selling Angles and Buying Motives are analyzed and superimposed upon the Copy Chart to find the best copy-PLAN.

Then various specific pieces of copy built up on this plan, are tried out on the various possible sources of orders. This is done by adapting the copy to SELLING-LETTERS which are mailed, in units of 500, to names taken from lists of the various kinds of men who represent possible purchasers.

Pieces of copy which, on the Tests, pay out on no list at all, are eliminated, as lacking the pull to make them successful. And lists on which no copy at all pays, represent a class of prospects who are later eliminated from the copy-appeal, as a class of men not easily enough interested. And as far as possible, the advertising mediums whose circulation is largely among such men are eliminated for this proposition.

---

From the pieces of copy which pay out on at least some of the lists or come near paying on many lists, the strongest points are lifted, revamped, combined or further developed and Revised Tests made. Sometimes the process is repeated several different times.

Until by the final net results of all Tests, the EASIEST kinds of customers to influence on the proposition—and therefore the best kinds of readers to reach—and the most EFFECTIVE selling points to use, and the SUREST methods



of WORDING them, are found with a very reasonable degree of certainty.

For experience has proved that the specific arrangements of argument, and indeed the very WORDS, that pay best in a LETTER, can be utilized or adapted to make the best paying advertisement. Even though the advertising be not for MAIL ORDERS, the copy that will exercise the strongest influence in making demand on a dealer, is quite likely to be the copy that WOULD bring the most mail orders, if desired.

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With definite knowledge of what CLASSES of men are easiest to sell, advertising mediums can be scientifically chosen by the class and character of their circulations. The poor mediums for this particular proposition can be eliminated BEFORE the expenditure of money, rather than afterwards, and the appropriation concentrated in the best paying places.

And the strongest efforts of the sales force can be swung along the lines of least resistance, saving both the expense and time of working high-priced men on a class of unproductive prospects.

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These exact methods, pursued by us in finding the ONE BEST PLACE to concentrate selling-energy and THE ONE BEST MEANS of introducing selling-argument, may not be usable in this exact form by any other business, but they can be "fitted" to MANY other businesses. At least, they suggest ways by which individual methods may be planned.

For very often our IMPRESSIONS of where good markets lie is not borne out by actual facts.

Many salesmen and mail-salesmen in coming to work for SYSTEM, and many men in commenting on SYSTEM'S market, seem to believe that our big chance for sales lies in reaching the clerk, the subordinate or the beginner in business.

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Yet the Test Results show, and are borne out by the final results, that the EASIEST sales of SYSTEM, and consequently the most profitable

classes on which to concentrate, are among the heads, or more responsible employees, of businesses.

In the banking business, for instance, figures show that SYSTEM is most easily, and consequently most often, sold to Presidents and Cashiers. In manufacturing, the best market is to Presidents, Treasurers, General Managers, Sales Managers, Credit Managers and General Superintendents, where the concern is large. But in smaller concerns, no large results are secured except from the top official—probably because the responsibilities in such a plant are largely centered in one man.

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By KNOWING these facts, SYSTEM has saved the lost motion that would inevitably have resulted from following the natural supposition of where its easiest market lay. And by selling with ease to this class of men, it secures without effort, the ADDITIONAL sales to that class of men who take their cues and shape their ideas from the course of the men above them.

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Two BY-PRODUCTS of this method would, even by themselves, justify its use by SYSTEM.

For first, finding the one best way to advertise and market SYSTEM, has naturally shown the classes of business men who will get the most good out of what SYSTEM supplies, and take the most interest in every number of the magazine. And hence by directing our main subscription efforts upon those classes, our product is BETTER SOLD—our subscription list built up with the classes of readers who not only pay us better directly, but, by paying our ADVERTISERS better, exercise a selling-influence throughout our entire business.

And SYSTEM'S prestige as an advertising medium and the fact that it has continually, for six years, carried the greatest volume of advertising, is in a large measure due to the scientific method by which the magazine, itself, is sold to its readers.

And second, the DEFINITE knowledge the plan gives of the class of circulation often enables SYSTEM to broaden the field of its solicitation

of advertising, with perfect assurance. And it permits SYSTEM to speak with certainty on the question of its value in any specific advertising campaign.

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As an illustration, there recently came to SYSTEM an automobile manufacturer who was applying this scientific method of advertising in the one best way.

And he demanded proof not only that SYSTEM reached men of the type who represented his EASIEST market, but reached them in a proportion that made the advertising rate reasonable for him.

SYSTEM'S sales methods and the exact knowledge resulting from them, was explained to this manufacturer, and then he was shown a proof that this knowledge was accurate. A test was made on 1,280 subscribers, the entire list in a representative city.

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Of the total 1,280, 515—or nearly one-half—promptly took the trouble to reply. It was shown that:

- 221—(44.2 per cent) Own pleasure cars.
  - 91—(18.2 per cent) Contemplate buying a car.
  - 107—(21.4 per cent) Own motor trucks.
  - 121—(24.1 per cent) Contemplate buying a motor truck.
  - 62—(12.4 per cent) Own both pleasure car and motor truck.
  - 171—(34.2 per cent) Own neither.
- 

These sources of profit and efficiency will hardly have the SAME kind of value in sales work for other advertisers that they have for SYSTEM. But there is a strong likelihood that some OTHER value will accrue from them to any advertiser who adapts similar methods.

For their value often appears in surprising and totally unexpected places.

One little indication observed in studying the results of Test advertisements and Test letters, has saved thousands of dollars for

SYSTEM, by merely suggesting the formulation of a definite year-to-year plan for distributing sales and advertising effort over the twelve months of a year so as to get MAXIMUM returns.

This unlooked-for suggestion came about through noting a horizontal increase in the PERCENTAGE of returns from Tests at two well-defined periods in each year.

It prompted a comparison of this tendency with the "Sample Copy Request Chart," which shows the rising or falling volume of requests for sample copies of SYSTEM for each week of the year. And here, too, the highest points, each year, were seen to be at these two periods.

---

A new chart of the editorial department's Letters from Readers, to indicate the changing volume and character of these letters by months, showed the greatest interest in specific business ideas and plans to be awakened at the same two periods.

Manifestly, here is shown two periods when it MUST be profitable to EXPAND sales efforts for SYSTEM to the maximum; when the most lists can be circularized; when the size of regular advertisements can be safely increased; when the Sales department can handle the largest number of new men; and when it pays the Editorial department to tip the usual balance of the magazine in order to supply an unusual amount of specific business plans.

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And out of this—the large number of NEW subscriptions starting at these two times, the large number of voluntarily prospective subscribers studying SYSTEM for the first time, and the increased interest of old readers, and hence the increased number of LOANED copies—has also grown the profitable custom, on the part of SYSTEM'S steady advertisers, of making the September and March numbers of SYSTEM the culminating points of strength in their campaigns; when the greatest number of small advertisers get an extremely profitable chance to increase to half or full pages; and when large advertisers find it profitable to make especially big



use of SYSTEM'S Multi-Page advertising idea.

For the activity represented by these two numbers makes a Publicity basis for a manufacturer's advertising that increases the pulling power of every other advertisement during the year.

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Manufacturers who make a practice of backing up their salesmen's efforts by circularizing each salesman's customer and prospect list, might find from SYSTEM'S experience a profitable hint as to the times of the year in which to push such

work most energetically. Or, by devising other methods of Scientific Tests adapted particularly to their own individual conditions of business, they might get still other marketing suggestions.

Opinions that have grown up out of tradition as to where the easiest markets lie, might be surprisingly altered. And with definite knowledge of this kind, NEW fields for experimental work might be suggested.

We have shown the various and unexpected sources of profit that have arisen in SYSTEM'S use of these principles, merely as an illustration of the possibilities for others.

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# Finding the Best Places to Put Advertising

The only way to find ANYTHING is to look for it.

Test!

A very successful corporation operating a chain of cigar stores over the country is said to have never made a failure in choosing locations for its stores.

It is interesting to note that before leasing a single store, this concern sets a trained investigator watching the number and character of men who pass this store at various hours of the day. He makes his observations at several different hours on several different days.

If the results of his observations indicate that the right kind of men PASS the store at the right times of day for cigar purchases, and in the right number to be proportionate to the rental, then that store is leased. Otherwise, the plan of locating there is abandoned.

---

If chance, opinion and prejudice were eliminated from the choosing of places to put advertising, and more consideration given to the number of men of the RIGHT kind who would probably see the advertisement at a time when PURCHASING was an appropriate thought for them—doubtless fewer errors would be made in advertising expenditures.

---

In placing its own advertising, SYSTEM makes “observations” on the character and time-

liness of each magazine’s circulation, a great deal like the cigar stores corporation is said to make on store locations.

These observations pay scant attention to the total number of PEOPLE who will probably see the advertisement. But careful study is given to determining the number of active, earning, BUSINESS MEN.

As the store-investigator includes in his observations the TIMES OF DAY that produce the most passers-by, in order that his figures will show what the passers-by are doing—what takes them this way, and hence, what the prospects are for SELLING them cigars—so SYSTEM’S observations show not only how MANY men read a given magazine, but WHY THEY READ IT. For a magazine’s GRIP on its readers—the nature of its interest for them—will determine the susceptibility of its readers to business propositions.

And, since a BUYING proposition is a BUSINESS proposition to a business man, whether it be the buying of a typewriter or a tennis racquet, a motor truck for his business or a pleasure car for his family, and since, in America, the bulk of ALL men are business men—SYSTEM’S method of finding where to advertise most effectively is equally practicable for all advertisers of goods for men.

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To place advertising by circulation figures is indeed a step forward from the old days when circulation was quoted mostly in adjectives instead of figures. But it is not enough.



A man buying a house goes behind the real estate salesman's glowing generalities and looks for the BUILDER'S description of HOW the house was built. So SYSTEM, when BUYING advertising in a magazine, goes back of the advertising solicitor to the EDITOR.

What is the REASON for the magazine's existence?

What does the reader GET OUT OF IT?

In other words, SYSTEM, as an advertiser, wants to know how MUCH of a grip, and what KIND of a grip the magazine has on its readers.

---

The advertiser who has been accustomed to placing his advertising according to probable number of READERS instead of according to probable CUSTOMERS, will at first fail to realize the effect on the RESULTS of his advertisement of such scientific sales-methods in SECURING readers, as was shown on pages 57 and 58 of this book.

Yet, it is because of these methods that SYSTEM'S readers are of the type shown by the constant receipt of letters like this from Gilbert N. Gunderson of Minneapolis:—

"Even though I only got time to read the advertisements in SYSTEM, they would be worth the subscription price alone."

or this, from H. O. Howland of Oshkosh, Wis.:—

"I have found several things advertised in SYSTEM that I want, and it would possibly cost me more than the price of SYSTEM to make inquiries as to where I could secure those articles."

Men who casually pick up a magazine at the newsstand to while away an idle hour, or carry a magazine home for the sake of patronizing and encouraging the enterprise of the one who sells it, will scarcely have an attitude towards the magazine, like the attitude of SYSTEM'S readers.

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The man who would decide the location for a new store merely by the street name, or by the neighboring stores, without regard to the number and CHARACTER of actual passers-by and their reasons for passing that way, will at first fail to realize the effect of the readers' INTEREST in the magazine on the results of the ADVERTISEMENTS in the magazine.

Yet, it is only because SYSTEM grips the BUSINESS interests of a man—deals with his

plans for MAKING his money and his methods of SPENDING his money so as to get the most out of it—that its readers naturally turn on to the advertising section with DELIBERATE INTENTION to look for buying information—as is shown by letters of which this from the president of the De Kalb Exchange Bank, is but a sample:—

"Gentlemen: I can usually find in SYSTEM'S [advertising columns most any article I want, but I fail to do so in the current issue.

"If you are able to do so, I would appreciate your giving me the address of some electrical company that makes small gasoline engines and motors suitable for home lighting plants.

"I thank you in advance for this troublesome service."

Very truly yours,

(Signed) W. D. Sanders.

It is facts like the above—the kind of facts that OUGHT to be considered by every advertiser in the placing of every advertisement—and NOT merely gross circulation, that has made possible such experiences in advertising as this of a cigar manufacturer:—

"Enclosed you will find copy for insertion in the May number of SYSTEM. In selecting a key number for this advertisement, I notice from our records that we have only missed one insertion in your magazine during the past 15 months. This is the best possible endorsement of SYSTEM as an advertising medium when you stop to consider that we have used none of the other publications more than three times a year."

Yours very truly,

LA RECLAMA CUBAN COMPANY

(Signed) E. H. Ridgeway, President.

And it is facts like these that make possible such experiences as this of Browne-Morse Company:—

"The results that we have secured from advertising in SYSTEM have been exceptionally good, and we have turned up a nice lot of business from the inquiries received, and it is our purpose to continue to use SYSTEM in the future, as we have in the past, for our records show that the cost per inquiry is less from our advertising in SYSTEM than in any other magazine in which we advertise, and the results obtained from these inquiries exceed those from any inquiries received from other mediums."

Very truly yours,

BROWNE-MORSE COMPANY

(Signed) F. C. Morse, Secretary.

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Back of these experiences—back of the fact, which hundreds of advertisers have discovered, that advertising in SYSTEM pays so tremendously for any proposition of interest to men—lies, not the VOLUME of circulation, but the ATTITUDE of its readers, so clearly expressed by R. P. Bell, of A. M. Bell & Co., jobbers and importers, Halifax, N. S., who says:—

"There is no magazine that I take, (and I read a great many) in which I read the advertisements as thoroughly as I do in SYSTEM."

SYSTEM does not maintain that only magazines able to show such an attitude on the part of readers, should be chosen as good places in which to advertise. For the average advertiser who uses SYSTEM recognizes it as exceptional, and does not seek to make other mediums measure up to its standard of results.

But the DEGREE of business influence exerted by the advertising pages should be measured by the degree of reader's interest—at least as a test to show where to concentrate advertising most heavily.

It has been SYSTEM'S experience as one of the most exacting BUYERS of advertising space in other publications, that knowing more about the readers of a magazine than mere circulation figures, sometimes works to the advantage of the magazine, itself, as well as to the advertiser.

For if a magazine has a SPECIFIC editorial appeal—if it interests its subscribers by dealing with some particular and potent interest in their lives—each copy of the magazine will be found by test to have an “auxiliary circulation” of its own—the genuinely INTERESTED SUBSCRIBER will hand the magazine on to his partner, or his neighbor, or his assistants.

Few publishers have ever made actual tests to learn accurately the “auxiliary circulations” of their magazines, and the advertiser's only way of estimating it in advance, is by an analytical study of the pages of the magazine itself.

SYSTEM, as a BUYER of space, has conducted very painstaking tests in this direction on SYSTEM'S own circulation. And the AUXILIARY circulation has been proved so large that today a subscription proposition for SYSTEM can be advertised in SYSTEM, itself, and, charging the full net rate for the space, will PRODUCE NEW SUBSCRIPTIONS at a less cost than they can be secured through any other magazine.

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In other words, SYSTEM'S AUXILIARY CIRCULATION ALONE is enough to make advertising space in it PROFITABLE at the full rate.

W. A. Shryer of Detroit, telling, in his book “Analytical Advertising,” of his 5 years' experience in successfully advertising his business, reports an interesting proof learned about the value of “auxiliary circulation.” He says:—

“SYSTEM was the first magazine used by me, and has, from the first, yielded steady, consistent returns little short of marvelous.

“The remarkable fact regarding SYSTEM, in connection with our advertising, is that almost any space will pay out.

“I have been able to find no other publication in the country that would yield profitable returns, month in and month out.

“Having used this publication so long and so consistently, I have naturally learned a number of interesting facts relative to its pulling powers. Securing the nearest approach to uniform returns from it, I became interested in learning the true explanation for such a condition.

“The circulation of SYSTEM was originally secured in two ways—through circular letters and through personal solicitations. Both of these methods were directed toward the business man, and a substantial rating was necessary, so far as he was concerned, before any subscription campaign was launched in his direction. As a result the large bulk of the subscription list represents substantial business men or fairly prosperous business houses. The original plan of securing subscriptions still obtains, but other avenues have gradually been opened. Yet, the men likely to be interested in American Collection Service advertising copy are NOT the owners of commercial establishments, nor are they successful business men of any prominence at the time they answer our announcements. Our prospects are the men who seek a business opening of their own.”

Puzzled by this problem, he took 500 inquiries received from his advertising in SYSTEM during a period of forty-five days, and with the co-operation of the publisher, checked them on SYSTEM'S subscription list.

Of the 500 names answering the advertising in SYSTEM, only 121 were subscribers to SYSTEM.

As Mr. Shryer adds:—

“The significant fact in connection with the record is this: SYSTEM IS NOT A NEWSSTAND PUBLICATION. \*\*\* I am securing inquiries from a little over 75% of readers who are not subscribers. If a few other publications rendered such service, there would be larger returns for everybody.”

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The day is at hand when those who measure by “rule-of-thumb” will find the advertising field a slippery place to stand upon.

BUYING space and FILLING space with copy is being done more scientifically each year by a steadily increasing number of advertisers. And SYSTEM gladly offers whatever in this book of experiences may be of help to any advertiser who wishes to influence men.

It will have accomplished a great deal if it only serves to remind some advertisers that the men who smoke, the men who eat, the men who wear shirts and socks and underclothes, the men who dress becomingly and the men who enjoy the luxuries of life, are—largely BUSINESS men.

The advertisements that SELL them must be based on the business methods of selling. And the best places and times to reach them EFFICIENTLY through advertising are the places and times that are appropriate to buying.

Milton Bejach, giving in a recent number of “Advertising and Selling” the results of some “test-tube” experiments made as a basis for his



advertising, says that out of 20 office men he found 7 read SYSTEM, the Magazine of Business. And out of 20 retail merchants, 4 read SYSTEM. And he pertinently asks:—

"When SEVEN OUT OF 20 office men read a publication devoted to BUSINESS, why is that publication not as good to advertise shoes, hosiery, neckwear, clothing and other apparel as any of the so-called 'popular' ones?"

If any advertiser of goods for men's use should wish to look further into the adaptation to his business or his advertising copy of any of the "test-tube" methods outlined in this book, the Advertising Department of SYSTEM will gladly secure for him, without cost, the assistance of SYSTEM'S experience.

This experience in finding the most efficient ways to secure attention, hold interest, and win

ACTION from the man of business, has covered a much wider field than merely accomplishing these results for business publications or business appliances.

SYSTEM has, for the past six and a half years, been the dominant factor in Men's Advertising—as is shown by the tables of advertising compiled impartially by Printers' Ink.

These tables show that from January, 1906, to June 1912, inclusive, advertisers placed 11,056 pages of advertising in SYSTEM, as against only 10,827 pages of advertising placed in Everybody's; 10,105 placed in Review of Reviews; 9,856 pages placed in Cosmopolitan.

In a word, SYSTEM carries more advertising than any other standard magazine in the world.

*A manufacturer, planning to start advertising, asked the opinions of other advertisers as to what mediums to use. These are excerpts from the letters received:—*

**A Book-Binder wrote:—**

"Our own best results have come from SYSTEM."

**A Furnace Manufacturer wrote:—**

"For your use, SYSTEM would be one of the best mediums you could get."

**An Office Appliance Manufacturer wrote:—**

"SYSTEM is the one publication that puts us in touch with the office man."

**A Novelty Manufacturer wrote:—**

"Our experience has been that SYSTEM is the best magazine to reach men."

**A Wholesale Custom Tailor wrote:—**

"We find the Saturday Evening Post the best advertising medium. After the Post would be SYSTEM."

**A Business System Company wrote:—**

"The results obtained through SYSTEM have conclusively shown that none can compare with it."

**A Furniture Manufacturer wrote:—**

"I would recommend SYSTEM in any event."

**A Machine Manufacturer wrote:—**

"SYSTEM has thus far shown us far better returns than any other advertising we have done."

**A Ready-to-Wear Clothes Manufacturer wrote:—**

"I would suggest that SYSTEM would be an effective medium."

**A Machinery Manufacturer wrote:—**

"We hardly feel in position to recommend the periodicals for advertising. However, think it would be perfectly safe to say for you to advertise in SYSTEM."

**A Machinery Manufacturer wrote:—**

"We believe SYSTEM is the best possible medium, as we have never known one instance where it has failed to produce inquiries. In fact, it is a marvelous puller."

**A Business Device Manufacturer wrote:—**

"A tabulated summary of results from approximately equal space in five different monthlies shows that the number of inquiries received from SYSTEM was more than 50% of the total."

**A Vacuum Cleaner Manufacturer wrote:—**

"If you used SYSTEM, Collier's, Saturday Evening Post, you would be choosing some of the best mediums."

**The Manufacturer of a Patented Specialty wrote:—**

"About the magazines we have used, SYSTEM gets to the big man in the private office as well as all heads of departments. This is an enormous puller."

**An Office Appliance Manufacturer wrote:—**

"The magazine SYSTEM has no equal in this country for reaching consumers."

**An Automobile Manufacturer wrote:—**

"We do not believe you could find a better medium than SYSTEM (Chicago). We have had quite satisfactory returns result from this magazine, on automobiles."

**A Safe Manufacturer wrote:—**

"We receive a large percentage of good inquiries from SYSTEM. We regard SYSTEM as the best medium."

**An Advertising Counselor wrote:—**

"On the list I would first of all place SYSTEM."

**A Novelty Manufacturer wrote:—**

"We spent last year quite a number of dollars in trying to find out just what would pay us, and we find that SYSTEM and the Saturday Evening Post brought us more results and paid us more than all the rest of the magazines together."

**Another Automobile Manufacturer wrote:—**

"We suggest that you try it out in SYSTEM and base your campaign on the results obtained from such a trial."

**A Calendar Manufacturer wrote:—**

"The best results we have obtained so far came from SYSTEM."

**A Toilet Preparation Manufacturer wrote:—**

"SYSTEM, of Chicago, to my mind produces remarkable results for everything which appeals particularly to business men."

**A Plumbing Fixture Manufacturer wrote:—**

"The writer's own personal idea is to advertise in magazines that have discriminating readers rather than some of the magazines claiming the largest circulation. We have had very good returns from SYSTEM."

**A Business Appliance Manufacturer wrote:—**

"We found SYSTEM one of the most uniformly successful mediums that we have used."

**An Electrical Goods Manufacturer wrote:—**

"SYSTEM is the best magazine we know of for getting results."

**A House Furnishing Manufacturer wrote:—**

"We believe that the Saturday Evening Post, SYSTEM and the Liter Digest cover the field. We find these publications satisfactory, but we do not know absolutely that they would fill your requirements."

**The Manufacturer of a Household Utility wrote:—**

"We have also obtained excellent results from SYSTEM."

**A Shirt Manufacturer wrote:—**

"In advertising in the big magazines, SYSTEM is also a first class medium."

**An Engraved-Stationery House wrote:—**

"Our opinion, based on our own experience in advertising, prompts us to say that the magazine SYSTEM is in a class by itself when it comes to reaching 'the man higher up'."

**A Paint Manufacturer wrote:—**

"I should say that SYSTEM should be your first choice. But our product's appeal being to property owners, our experience may not be of value to you."

**An Office Supply Manufacturer wrote:—**

"SYSTEM will probably bring you the most profitable returns."

**An Office Specialty Manufacturer wrote:—**

"We advertise quite extensively and the best medium we have found to reach the office trade is SYSTEM, which we think is the best in the field today."

**An Automobile Manufacturer wrote:—**

"The 'Post' and 'SYSTEM'."

**A Paper Manufacturer's Selling Agent wrote:—**

"We spent considerable money in such magazines as \* \* \*, but were never able to really pay out except in SYSTEM."

**A Men's Wear Specialty Manufacturer wrote:—**

"We believe that SYSTEM is perhaps the best medium."





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